

MANAGEMENT METHODS

SEPTEMBER 1957

PRACTICAL SOLUTIONS TO ADMINISTRATIVE PROBLEMS



R A STEVENSON, DEAN
SCHOOL OF BUS ADMIN
UNIVERSITY OF MICH
ANN ARBOR MICH
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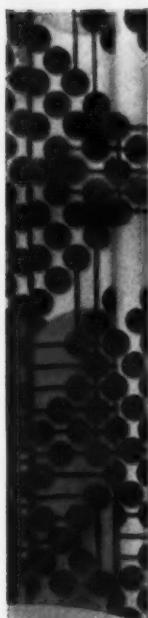
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"feel-fresh"

FINISH



*Goodform Comfort Master No. 3129
Frame: Bronze Gold anodized aluminum
Upholstery: Tahoe Blue Bedford Cord*

You're more productive when you're comfortably seated at your work all day long—when that mid-afternoon let-down is eliminated. Ever notice how a chair that seems comfortable for the first hour or so may be a back-breaker by noon?

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MANAGEMENT METHODS

SEPTEMBER 1957 • VOLUME 12 No. 6

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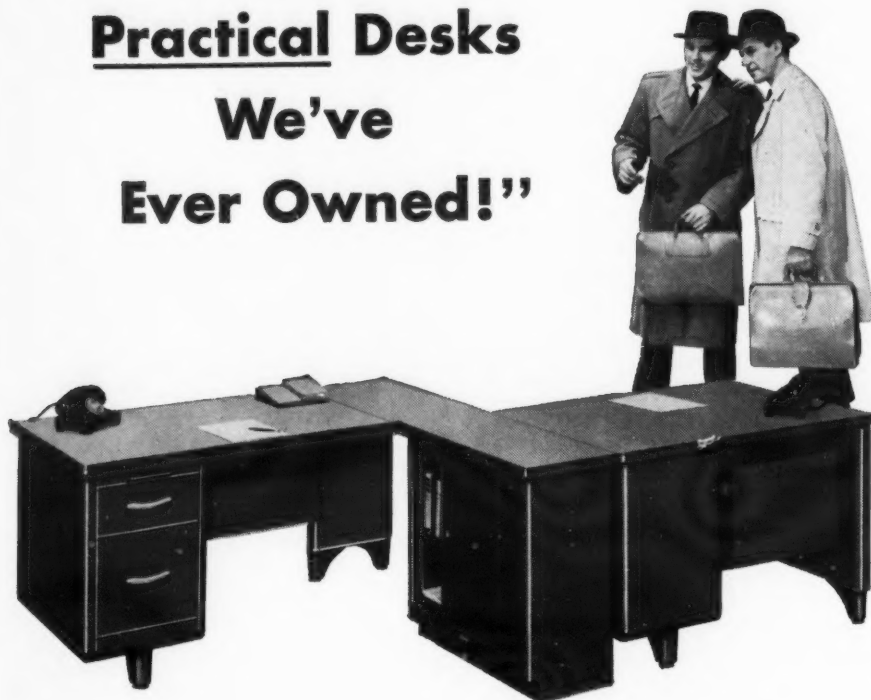
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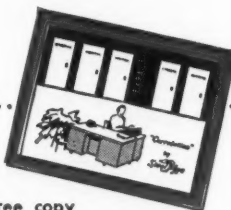
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CHANGE OF ADDRESS: The publisher should be notified immediately of all changes of address. Please attach the old address label when making change of address notification.

Policy re manuscripts: The object of *MANAGEMENT METHODS* is to offer practical solutions to administrative problems. For that reason we never highlight a problem without offering at least a partial solution or a recommended course of action. Whenever possible, we like to offer the reader something he can do right now to correct a procedure or solve a problem in his business.

Much of our editorial material comes from business and management specialists, as well as from active businessmen, at all levels of management. We endeavor to return all manuscripts. However, we assume no responsibility for material not specially requested by us.

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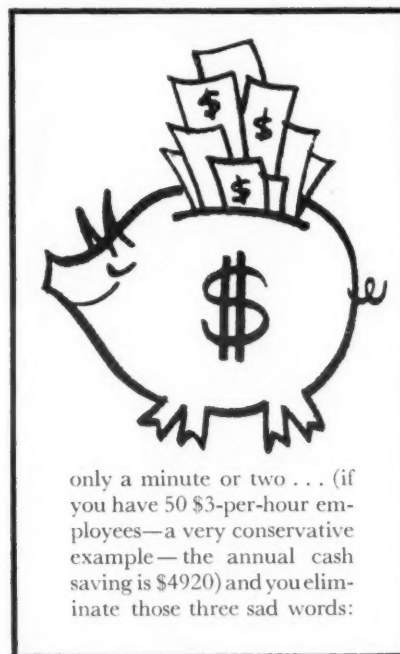
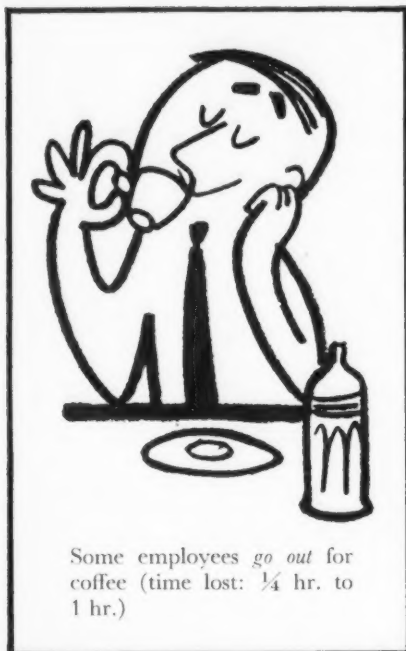
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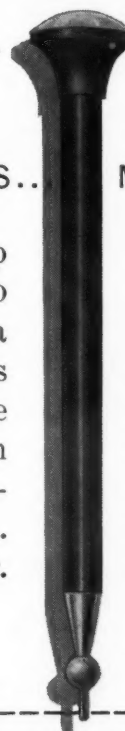
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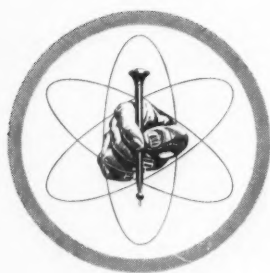
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The Egly Divi Burster is quiet and safe—clear Plexiglas hood softens sound and covers slitting area.

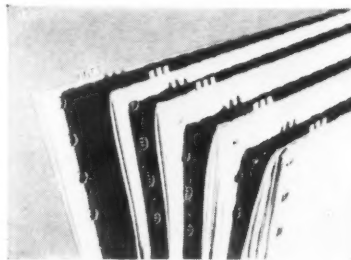
Have the Egly man in your area tell you how the Egly Divi Burster can save time and money for your company.

Continulok*

Another new Egly development

—holds forms together while running through printer—unlocks forms when running through decollator. No staples, stitches or margin stripping required.

*Trade Mark

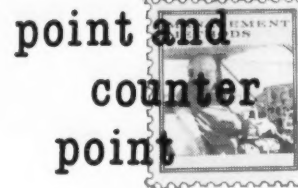


The Egly Register Company Dayton, Ohio

Leipsic, Ohio • Los Angeles

Egly Continuous Forms Ltd. • Toronto, Montreal

(Circle number 110 for more information)



LETTERS TO THE EDITOR

Produces results

SIR: When I saw the weather article in your May issue I was greatly disappointed because it hardly mentioned our firm. I felt that I at least contributed to the interesting story by citing several case histories and providing the writer with a truly honest picture of private weather forecasting. In fact, the only mention of Weather Trends was a tiny credit line along with the long range forecast which we prepared.

But this article has produced much more for us than many previous articles in other publications which sang our name loud and often. I don't mean for this letter to be a testimonial but I thought that you'd be interested to know that we received seven or eight *sincere* inquiries which mentioned **MANAGEMENT METHODS**. Two of the inquiries have already been converted to clients (and one of the two led directly to another client).

One inquiry came from a soft drink manufacturer that I've approached many times without success. I met with them yesterday and they have approved a pilot project which could lead to a very impressive program for all their bottlers. Other inquiries came from a candy chain, another soft drink company, a plastic swimming pool manufacturer, a fan manufacturer, a manufacturer of heavy construction equipment—where the deal looks very promising, etc.

I must admit your book does a job.

BARRY SCHILIT
VICE PRESIDENT
WEATHER TRENDS, INC.
NEW YORK CITY

MM in periodicals index

SIR: It is a pleasure to be able to inform you that your publication **MANAGEMENT METHODS** has been chosen by vote of the subscribers for indexing in the *Business Periodicals Index*.

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be divided into two parts of which the *Business Periodicals Index* is one, effective in January 1958.

The indexing process involves a careful reading of the articles so that each one may be placed under the appropriate subject or subjects with cross-references to related material. The indexed issues of the periodicals are retained until the final cumulated volumes of the indexes are in print . . .

EDWIN B. COLBURN
CHIEF OF INDEXING SERVICES
THE H. W. WILSON CO.
NEW YORK CITY

Article impresses

SIR: We were very much impressed by the interview with Lawrence A. Appley, "How to be a Professional Manager", which appears in your July 1957 issue. The interesting technique as used by your reporter was certainly an apt way of emphasizing the crisp challenge of Mr. Appley's remarks.

We would like to use this article as one of the "hand-out" reading materials to accompany the training sessions of our management development program. Are you arranging to have reprints made of this article which we could buy? If not, may we have your permission to reproduce the article for internal distribution only? We would of course, be happy to give full credit to MANAGEMENT METHODS.

Thank you for your part in bringing this challenge of the professional manager to us through this article.

ERNEST D. PHELPS
MANAGER OF PERSONNEL
RESEARCH & DEVELOPMENT
REACTION MOTORS, INC., DENVER, N. J.

Seeks reprints

SIR: I am inquiring if it is possible, or have plans been made, to reprint the series of articles by Dr. Donald A. Laird on "Delegation" which have appeared in your May, June, and July, 1957 issues?

The articles are, in my opinion, well worth reading and studying; and perhaps sufficient requests would be received for reprints from other organizations in order that management men could have them on their desk for reference and reminder.

I would appreciate your comments about this suggestion and, if it is decided to print the articles, the approximate cost.

L. S. SEVERANCE
TRUST OFFICER
THE UNITED STATES NATIONAL BANK
PORTLAND, ORE.

■ MANAGEMENT METHODS makes available reprints of some of its articles, but not of everything that is

MANAGEMENT METHODS



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(Circle number 113 for more information)

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one day
to help you build your new
plant in our town—
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Where
Industry
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Forward

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PROFIT
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• Georgia Department
• of Commerce
• 100 State Capitol
• Dept. KDG97
• Atlanta 3, Georgia
• Phone: JACkson 3-1706

Send me the facts about Industrial Georgia,
especially concerning_____

Name_____Position_____
Company_____
Address_____

This message sponsored jointly by: The State of Georgia, and the Douglas, Ga., Chamber of Commerce.

(Circle number 114 for more information)

published, and readers therefore should check with us regarding whether reprints are to be run on specific articles. An increasing number of firms are themselves reprinting MM articles, with our authorization, for use as management training aids and for similar educational purposes.

However, to reply to Mr. Severance's specific query, the series of articles on delegation of authority will not be offered by MM in reprint format.

"How to be a Professional Manager" was reprinted and is available on request.

EDITOR

No more hand-me down

SIR: I find your publication invaluable in suggesting solutions to our organizational problems.

Unfortunately the one or two copies received in the name of our top management are not consistently made available to me for review and further dissemination.

My assignments as executive assistant to the manager of engineering and production frequently places me in the role of "trouble shooter" within our 485-man company.

May I therefore be given the privilege of receiving **MANAGEMENT METHODS** (not as a spasmodic hand-me-down) in my own name?

MELVIN S. SCHOENBERG
GREER HYDRAULICS, INC.
JAMAICA 30, N. Y.

■ An increasing number of executives who are pass-along or hand-me-down readers of **MANAGEMENT METHODS** are turning to the simple expedient: they have a subscription to MM sent to their homes. This way they receive their copies immediately, in an unworn, untorn condition, and with the Reader Service Card intact.

EDITOR

Helicopter service planned

SIR: I was extremely interested in the article "How to size up the value of a helicopter" (MM, May '57). Some associates and I are about to start a helicopter service specializing in short range transportation of business executives and the original unit will be based at the Westchester County Airport.

As the article indicates, the helicopter is an expensive vehicle and it is our conviction that the solution lies in the chartering of helicopters by corporations from a fleet operator. The entire success of the plan depends, of course, on maintaining the highest operating standards.

A. D. WILLIAMS, JR.
NEW YORK CITY

MANAGEMENT METHODS

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FOUNDED 1896...

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(Circle number 115 for more information)

What management thinks about plant

Most executives firmly believe that tours are an important part of a good public relations program. But few of them have yet extended this policy to include employees and their families.

Business executives firmly believe in the public relations benefits of plant tours. But, a new MANAGEMENT METHODS survey discloses, far less than half of them use this method to gain the goodwill and support of their own employees' families.

WHAT THEY SAID

1. Do you feel that companies can get real value by conducting plant tours?

yes	78%
no	5%
not sure	17%

2. What do you feel is usually the biggest single reason why companies conduct plant tours?

to promote goodwill for company	41%
to strengthen community relations	25%
for educational purposes	16%
to stimulate sales	14%
to interest potential employees	4%

3. Does your own firm conduct plant tours.

yes	76%
no	24%

4. Do you conduct your plant tours for:

the general public	5%
specific groups	58%
both	37%

5. About how many people toured your plant last year?

fewer than 300	66%
300 to 600	9%
600 to 3,000	18%
more than 3,000	7%

6. Which of the following things do you do in connection with your plant tours?

distribute company literature	35%
provide meal or refreshments	27%
set up special displays, etc.	23%
make photo of those taking tour	19%
give product sample or other gift	13%
advance publicity	11%
followup publicity	11%

7. Aside from plant tours, do you conduct "open house" programs for families of employees from time to time?

yes	38%
no	62%

tours

While 78% of the respondents maintained that companies get real value by conducting plant tours and 76% said that their firms did conduct them, only 38% indicated that their organizations ever held "open house" programs for staff families.

Yet, an overwhelming 82% of those responding (including some whose companies do not conduct tours) mentioned some form of public relations advantage as the biggest single reason why firms conduct such tours. Specifically, 41% believed that promoting goodwill for the company was the biggest reason, 25% mentioned the strengthening of community relations and 16% designated general "educational" purposes as the greatest benefit.

There were some scattered indications, however, that management is beginning to think more seriously along the lines of using plant tours to develop employee goodwill, too. For example, one respondent added this note to his reply:

"A regular day each month is set aside for visitors, who are usually friends or relatives of our employees. Often they are members of civic groups who have contacted their friends at the plant."

Area open house planned

Another noted that "plant tours are arranged for school groups, interested industry personnel, customer personnel and employees' relatives," while a third indicated that consideration is being given to the future planning of an area open house, jointly sponsored by several manufacturers. It would be staged for the general public, "with the main idea of showing what industry contributes to the well being of the vicinity in which it operates."

One respondent noted that his

*There's more to
a Sound System
than simply
getting attention!*



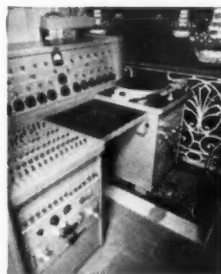
MUCH MORE! For instance, a well-engineered DuKane central sound system permits a number of time-saving and safety benefits for plant and office. Most important...

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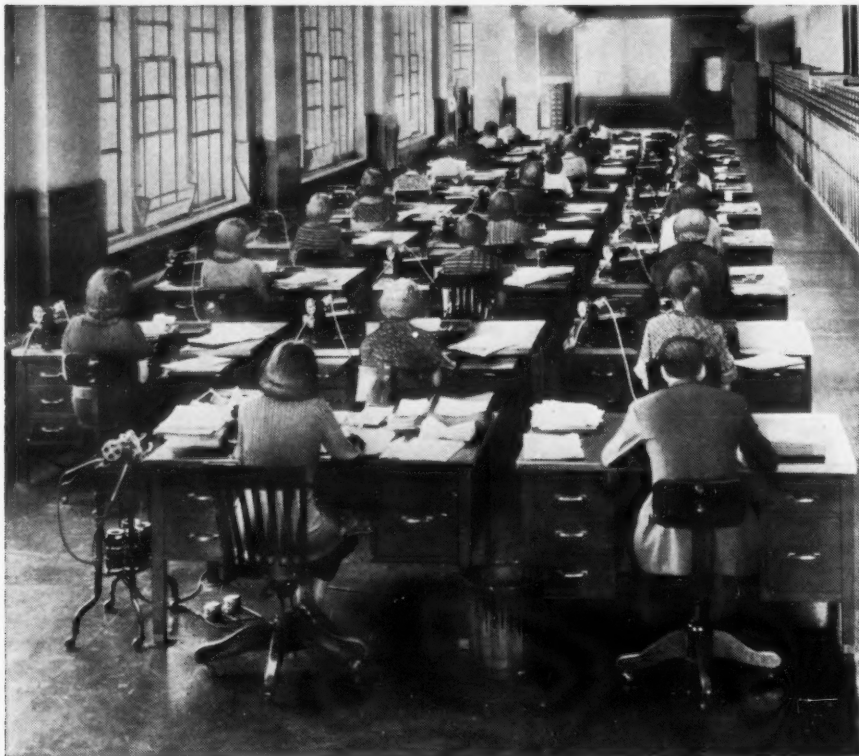
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(Circle number 117 for more information)

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(Circle number 118 for more information)

FILMSORT DIVISION
DEXTER FOLDER COMPANY
A Division of Miehle-Goss-Dexter, Inc.
Pearl River, New York

firm has a standard tour pattern employed to introduce a new facility, process or product. It involves a three-day program, the first day of which is exclusively for employees and their families. This serves to build employee morale and at the same time acts as a rehearsal for the next day's tour, which is conducted for the press and for potential customers. The third day is given over to a general area and community open house.

Tours merchandised

That management makes a real attempt to merchandise the tours it conducts is indicated by a response showing that 35% distribute company literature to those who visit their plants, while 27% carry out the goodwill motive by providing meals or refreshments to those going through their plants. Another 23% set up special displays and 19% photograph each touring group. Other devices used to achieve maximum company benefit include sending out advance publicity, giving away a product sample or other souvenir, distributing follow-up publicity and sending thank you letters to those who have toured the plant.

An outstanding public relations device is that practiced by S. C. Johnson & Son of Racine, Wis., nationally known manufacturer of wax and allied products.

Each visitor to the firm's distinctive headquarters structure is asked to sign a registration card, entering his home address. Then, some weeks following the date of the tour, Johnson mails a gift of a full-size package of one of the firm's products. The mailing is purposely delayed, to make sure that the visitor has arrived back home before the package is delivered. The company believes that the gift gets more attention if it arrives when someone is home to receive it than if it is part of a pile of mail accumulated during a vacationer's absence.

With the gift is a small folder on whose cover is the line, "Thank you for visiting us," with the company name and a sketch of the familiar tower. The product sent out as a gift varies from time to time. It may be a brand new product, just being introduced, requiring additional promotion. At other times, it

The Profit Squeeze

Many a medium-sized manufacturer finds his earnings are not keeping pace with his increased volume; Yet he can often improve this situation from within

ASK most businessmen today about sales and they beam. Bring up profits and they change the subject. Higher labor and materials costs, greater selling expense — these have taken the bloom off the boom for thousands of companies.

BUSINESS-PAGE headlines report how this squeeze affects large corporations. But it's the smaller outfits who feel it most. Their slimmer profit margins will only stretch so far to absorb added costs, yet price increases are dangerous if the big boys hold the line. Equally bad, lowered retained earnings limit, sometimes even prohibit, needed expansion.

FACED with these facts, more and more companies are re-examining their own operations, searching within for hidden profit leaks. What they find missing is a system of modern management control — fast, accurate reports which enable you to spot trouble *almost as it's happening*, instead of long after the damage is done. Such systems exist, of course, but most of them are too complicated or too costly for small to medium-sized companies...

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THESE flexible, *on time* reports are so simple to produce that in many cases the job can be handled completely by existing office personnel — without disrupting your present accounting procedures. Their cost is remarkably low — approximately that of one additional shop employee.

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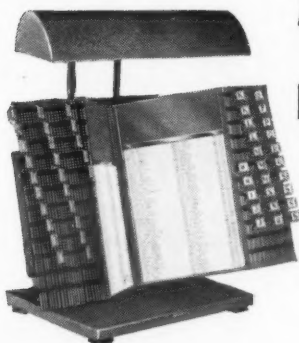
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4465 Kenmore Ave.	Eggers, Joseph	Mr.	A-2

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CAT. NO.	ITEM	UNIT	LIST	JBR	DLR	BRANCH
534-65	Tube, Glass P.	Fl.	35	20	30	18
534-66	Tube, Glass P.	Fl.	40	25	35	25

BADGE NUMBERS

NO.	NAME	DEPT.	LCNR	PL.	BLDG.
1654	Singer, Berney	769	J456	3	18
1665	Barber, Re M.	113	1273	8	25

SENIORITY LISTINGS

NAME	DEPT.	JOB CLASS	PLANT	DEPT.
Williamson, George W.	45	Mach Opr.	11-11-45	12-16-46
Jostensen, Walter	45	Mach Hlpr.	11-23-46	12-23-46

BIN LOCATIONS

PART NO.	NAME	BLDG.	aisle	SECTION	BIN	PRICE
CH 136597	FUSE 2 Amp	1	P	12	1	1.15
CH 142303	BULB Lamp	2	A	6	3	1.50

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CONNECTIONS
Branford Wilson to Richmond c/o McLean
Centerbrook Smith to Baltimore c/o Associated Transp.

(Circle number 120 for more information)

may tie in with a current advertising campaign.

Of those answering the MM survey who do not conduct tours, some 32% expressed the feeling that they did not have the time to handle them, while a combined 37% cited either company or government security reasons. Only 13% stated that, in their opinion, the value to be gained from plant tours was not worth the effort. Disruption of plant routine, possible accidents or lawsuits and "nothing interesting to show" were other reasons noted by a combined 18%. m/m

WHAT
THEY
SAID

A review of
current surveys

Ex-workers may be labor source

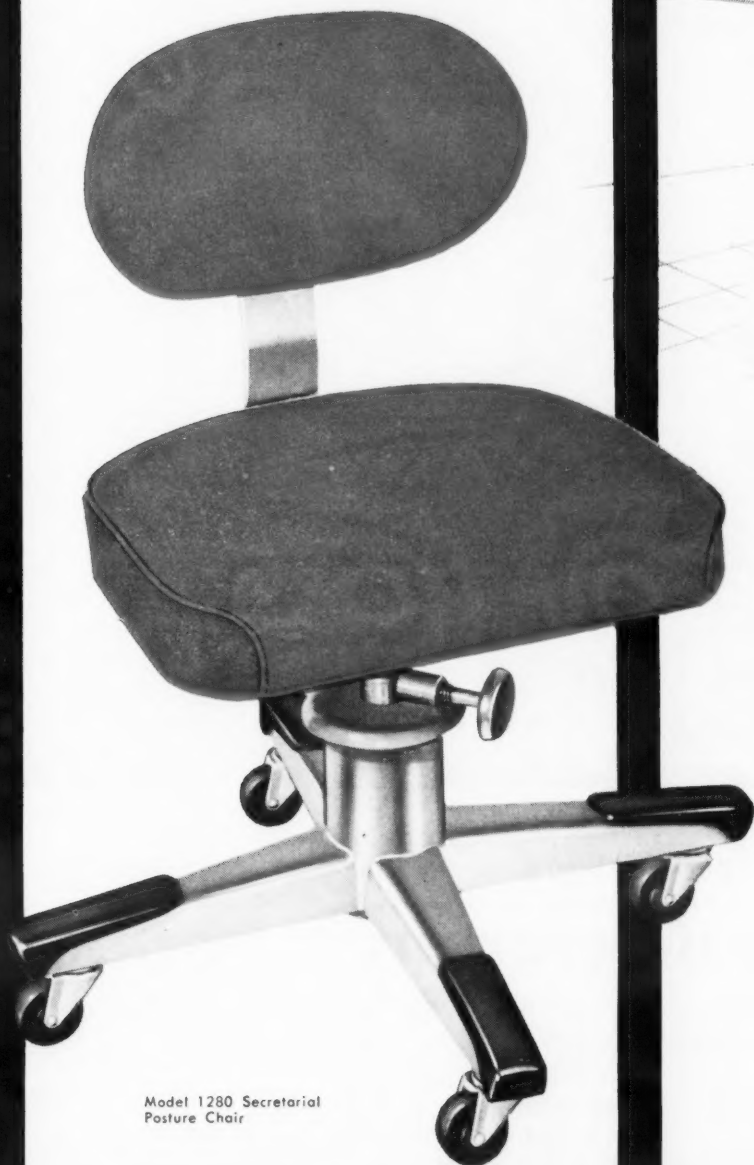
Former employees may be a ready labor pool for hard-pressed business and industrial employers. This is suggested by Dr. Wayne L. McNaughton of UCLA's Graduate School of Business Administration, after surveying former employees of an aircraft manufacturer.

Of a group who had quit work two months before the study, Dr. McNaughton found 75% still interested in rejoining the company. In a similar group gone for 11 months, 57% said they felt the same way.

But opposed to these findings are other things Dr. McNaughton found out. For instance, at the time of departure, employees were evasive about their real reasons for leaving. They gave the impression that they were subject to forces beyond their employer's control, i.e. "maternity," "poor health," "leaving the state," etc. On the confidential questionnaire, reasons changed to "poor pay," "bad supervision," "slow advancement," etc. Altogether about 40% of former workers gave "polite" answers at the time of leaving—but more "truthful" answers in the survey.

Most disliked element by ex-employees: poor quality of supervision. Twenty-three percent of the two-month group so stated. Wages as a disliked factor were named by 8% of the same group, by 5% of a seven-month group, and by 10% of the 11-month group.

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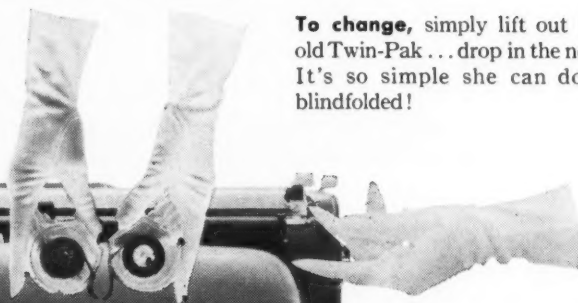


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quality supplies for all business machines

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(Circle number 123 for more information)

are you a good housekeeper?



For good business housekeeping is largely a matter of good File-keeping.

Scatteration filing has no place here. The best practice is to use Accopress Binders and Accobind Folders to keep all your papers in order—safely filed, neatly filed, ready to find. Acco filed papers are *bound* papers—the *only* system that insures safety, saves time, space, and money.

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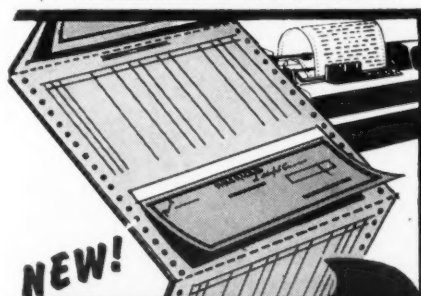
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(Circle number 125 for more information)

SEPTEMBER 1957

tax quiz

RECENT COURT CASES

By Benjamin Newman

Tax Attorney, Koenig and Bachner, New York.

THE QUESTION

Where a taxpayer sells his home and purchases another home is he taxed on the gain realized on the sale of his old residence?

THE FACTS—The taxpayer sold his home on September 8, 1954. On July 12, 1955, he signed a contract for the purchase of a new residence then under construction. He was assured at the time that the house would be completed by September 8, 1955, but, as a matter of fact, the house was not completed until October 1, 1955. The Internal Revenue Code provides where a taxpayer purchases a house as his principal residence within one year, before or after the sale of his old residence, or begins construction on a new residence within eighteen months of the sale of his old residence, the gain on the sale of the old residence is recognized only to the extent it exceeds the cost of the new residence.

May the taxpayer herein enjoy the non-recognition privileges pro-

vided by the Internal Revenue Code?

THE RULING—In the Commissioner's ruling it was held that the taxpayer entered into a contract for the purchase of a new residence then under construction. The construction of this new residence was not commenced by the taxpayer, the Commissioner ruled in his Revenue Ruling 57-234. In addition, continued the Commissioner, the taxpayer did not occupy the new residence within one year of the sale of his old residence. Accordingly, the Commissioner concluded, the taxpayer is not entitled to the privilege of postponing the recognition of gain realized on the sale of his home. (*This is the Commissioner's ruling and has not been ultimately determined by the Court.*)

THE QUESTION

May a part owner of income-producing property deduct all of the maintenance expenses of the property which he has expended?

THE FACTS—The taxpayer was half owner of rental property. In his income tax returns for 1949 and 1950 he reported 50% of the total rental income as his income, but deducted the *total* sum spent by him for the repair and maintenance of the property. The Tax Commissioner disallowed one-half of the expenses, arguing that inasmuch as the taxpayer was owner of only one-half of the property, he was restricted to a deduction

of one-half of the amounts incurred for expenses.

The taxpayer contended that the amount spent was necessary in order to maintain the real estate in an income-producing condition and that accordingly the amounts expended were deductible.

THE RULING—It is a fundamental rule of property law that co-owners of property share necessary expenses, the Commissioner said. A

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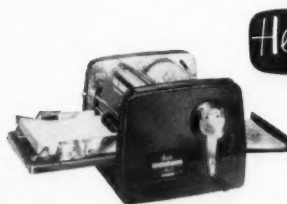
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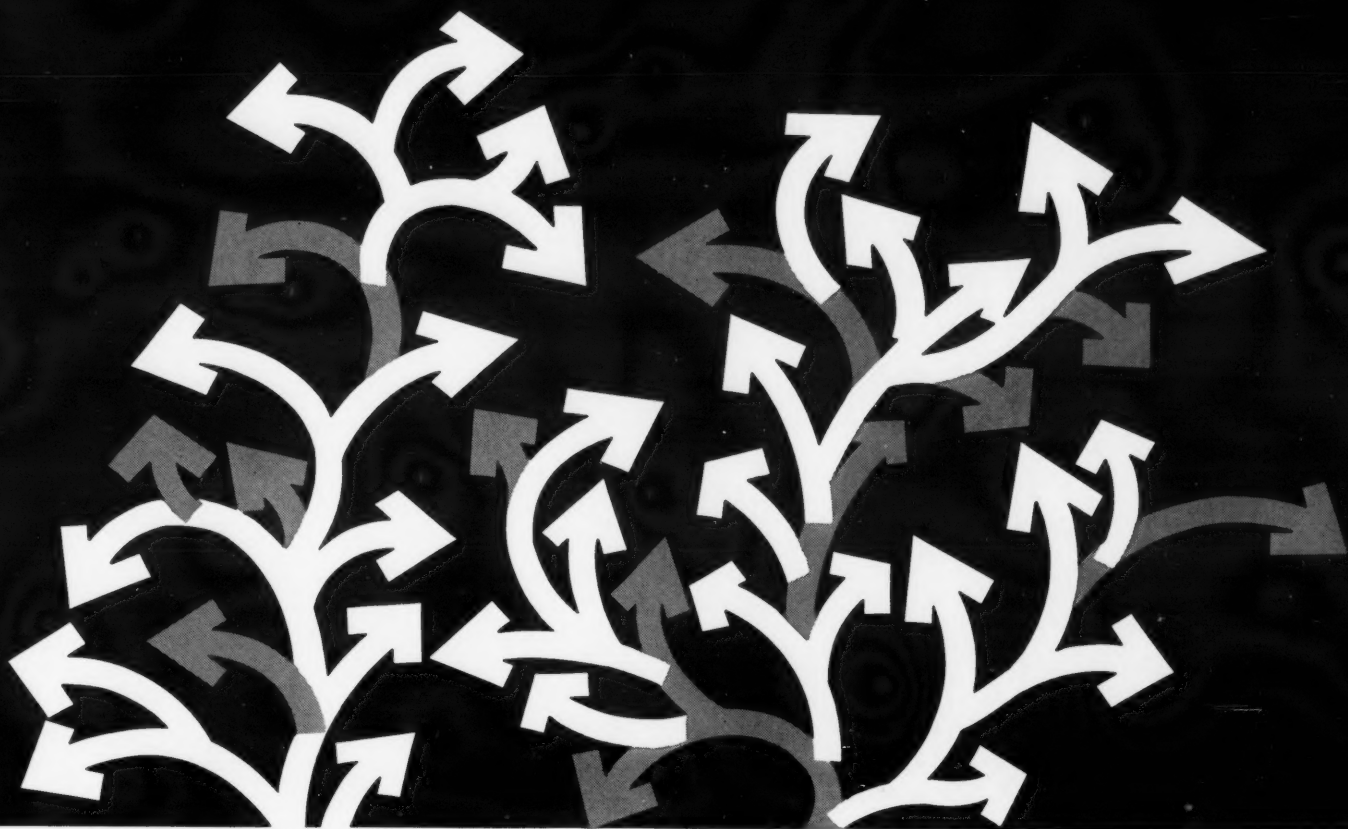
part owner of property who makes necessary repairs upon property jointly owned with others is entitled to reimbursement from the co-owners. Accordingly, ruled the Court, only one-half of the expenses was the ordinary and necessary expense of the taxpayer since he was entitled to re-imbursement from the other co-owners for disbursements in excess of one-half. (*Boyd, etc. vs. Commissioner of Internal Revenue, U. S. Tax Court, decided May 31, 1957.*)

THE QUESTION

Are improvements to property, transferred by a tenant to the owner upon the termination of their lease, deemed income to the owner?

THE FACTS—The taxpayer was one of the principal stockholders and backers of a steel corporation. In 1944 she bought land adjoining the steel company's property. The company started expanding and soon needed the adjoining land. At first it used the taxpayer's land as storage space, then erected a craneway on it in 1946. The taxpayer and the corporation entered into an oral lease for a term of six years. Under the terms of the lease, the corporation was to pay the taxes and expenses of the property and upon expiration of its term transfer all improvements on the property to taxpayer. The Commissioner contended the value of the improvements was income to the taxpayer upon termination of the lease.

THE RULING—The testimony of the parties indicated that it was not their intent that the improvements be considered rent. The taxpayer testified she did not intend to charge rent but wanted to provide expansion room for the company. The corporation did not treat the improvements as rent but as a capital expenditure and amortized their cost over the term of the lease. From all indications, ruled the Court, the improvements are not deemed rent and not taxable to the taxpayer. (*Cunningham vs. Commissioner Tax Court of the United States, decided June 17, 1957.*)



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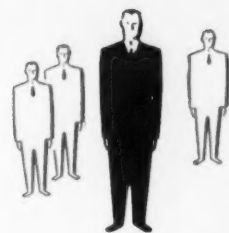
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PROFILE OF A NEW KIND OF MANAGER



How to pack pleasure and



How much more profit could your firm gain if you could strengthen management compatibility? Singleness of management purpose can be created—with leadership and sound management control. As proof, here is the story of a professional firm that faltered until a management vacuum was filled, then grew to a world-wide organization. It gives new evidence that today's professional manager stands as an equal with other professional men.

THE PROBLEM

A firm of top grade architects is backed to the wall. Reason: its partners face management problems they cannot solve. Result: seriously inflamed inter-personal relations, a frustration of valuable professional talent and the risk of financial disaster.

THE ANSWER

A desperation decision to invest in management counseling and, by mixing professional management with the firm's own specialized brand of professional skill, to establish purpose, profit and pleasure in the work.

THE MAN

Douglas A. Russell, General Manager, Daniel, Mann, Johnson & Mendenhall—Architects and Engineers, Los Angeles.

A case history

On a smoggy August morning nine years ago, three tense architects sat down together in their small Los Angeles office to examine the sagging shape of their young partnership. Each gave the others terse greeting. Be-

fore the meeting had gone much beyond that, one partner picked up his papers and stalked from the room in a huff. The two others remained behind only long enough to argue over who was to blame for the firm's profit-sapping problems, and for the

profit into a partnership

sharp animosity that had sprung up to dominate partner relations.

It seemed now only a question of time before the firm of Daniel, Mann & Johnson—Architects would itself explode apart just as the partnership meeting had done. Yet today it is the largest and one of the most highly respected firms of its kind west of the Mississippi. It has offices around the world and a record of handling nearly \$400 million in architectural and engineering projects in the last year.

The facts: The firm was launched in 1946. For 3½ years Partners Phillip J. Daniel, Arthur E. Mann and S. Kenneth Johnson struggled to establish themselves, concentrating largely in the school field. They were outstanding architects as their wartime records proved. And the firm experienced some significant spurts of growth—up to 40 employees by 1949. But the hard work and the growth were largely fruitless. Capital was nil, and with nerve-shattering regularity the firm would devote months of work to a project only to end up with a net loss.

"The situation was horrible," says Partner Daniel, "and I've got the ulcer scar to prove it."

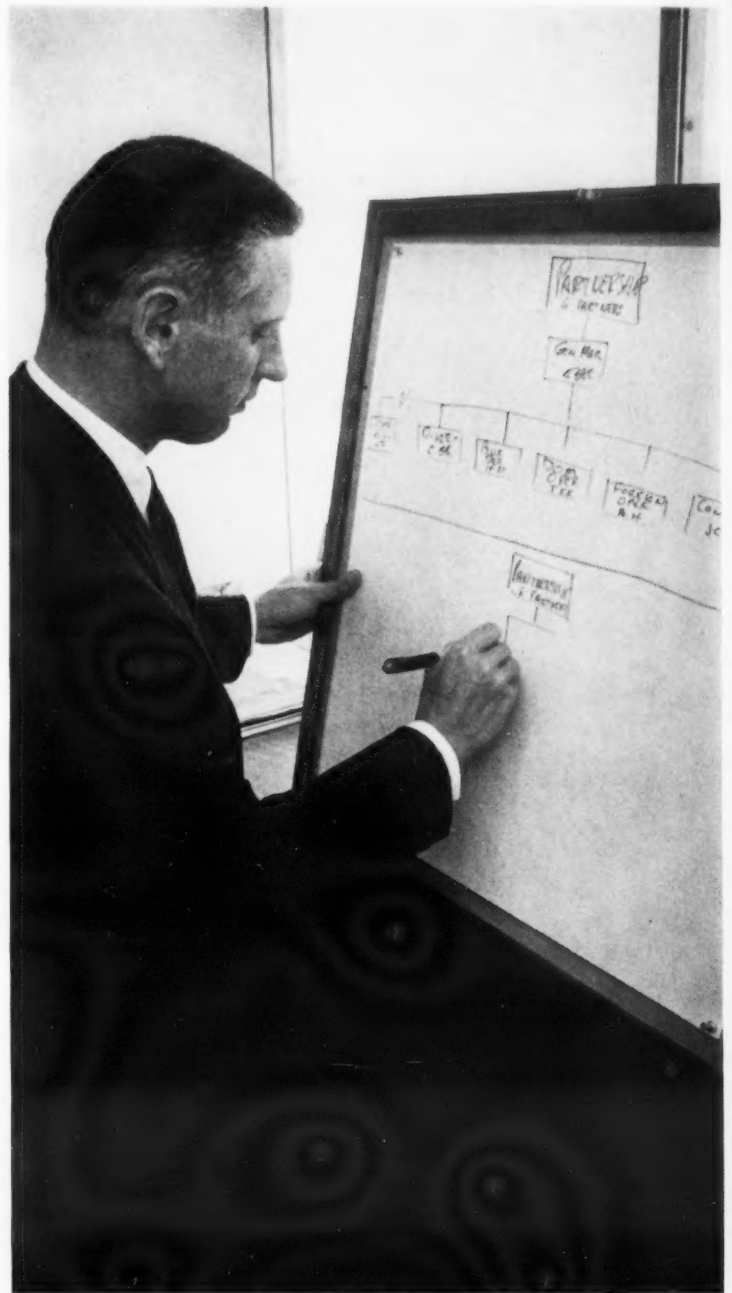
It was in 1949 that the turn came. Kenneth Johnson heard that a Chicago architectural firm, Perkins & Will, was not only earning wholesome profits, but that its partners were spending a healthy amount of their time on the golf links. Johnson checked further, found that Perkins & Will credited much of its profitable position to the use of a management consultant, which had recommended and helped install certain improvements in operation and organization.

Johnson suggested to his partners that they call in the same consultant (Booz, Allen & Hamilton) to study their own firm. Philip Daniel admits that until then he had never heard of a management consultant, but that the idea seemed worth trying. Arthur Mann also agreed.

The result was a detailed survey and analysis of the DMJ organization, made by a young Booz, Allen representative named Douglas A. Russell. Following the study, Russell's report emphasized one chief recommendation. "What your firm needs," he told the partners, "is a general manager and business manager—a manager who can operate at the top level within your organization."

Impressed both with the report and the man who had made it, the DMJ partners invited Douglas Russell to join their organization in the position of management he had outlined. Russell accepted the offer and officially took over his new job late in 1949.

Here is the story of what happens when enlightened professional management is injected into a business that seems to be going nowhere. In this story you will find the kinds of imaginative solutions that may apply to some of your own problems of getting the most profit from your company resources.



DOUGLAS A. RUSSELL

PROBLEM NUMBER 1:

How to make a management compatible

"The power of a compatible group is greater than the sum of its members."

ment is injected into a business that seems to be going nowhere



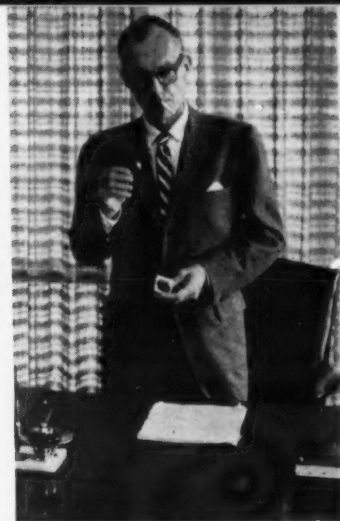
S. KENNETH JOHNSON, A.I.A.



ARTHUR E. MANN, A.I.A.



STANLEY A. MOE, A.I.A.



PHILLIP J. DANIEL, A.I.A.



IRVAN F. MENDENHALL, C.E.

■ "The quality of compatibility must be created. It doesn't just happen, even among men of integrity."

So said ex-consultant Douglas Russell to the partners of Daniel, Mann & Johnson when he became general manager of their firm.

One of Russell's first self-set goals was to help the partners re-establish sound inter-personal relations. He knew this would involve more than simply encouraging them to shake hands and start anew. Reason: the problem of compatibility was intricately entangled with many other big problems the firm faced. Examples:

1. The partners could not agree on the direction the firm should

take or who should handle which areas of responsibility. And they had failed to recognize their own varied duties as owners, managers and employees of the firm. The result was confusion.

2. Since the partners were architects, not managers, they had not produced adequate control, particularly over costs. Resources and talents were being expended profitlessly. The partners' standard of living had deteriorated, and this made for insecurity.

3. Growth of their staff, plus the competitive need to provide more extra services to clients, compelled partners to spend more time on administrative details, less time at their professional duties. The result

was a frustration of their professional talent.

Such problems, Russell could see, combined to cause the tension and misunderstanding that had come to exist among the partners. To create compatibility, he knew, involved action against all such problems. But he felt that there were some specific things that could also be done to attack the compatibility problem head on.

THE ANSWER

Key to the problem seemed to be an assertion of leadership—in order to unify the partners behind common goals and against common problems. Russell was in a favorable position to assert his leader-

ship. He had won the respect of his new associates while still in a consulting capacity. Further, when he joined the firm he had insisted on a one-year contract which gave him tight management authority over broad areas. If all went well, he would eventually become a full and equal partner. In the meantime, his management authority was greater in his employee status. In a sense, the partners, as owners,



"Compatibility is a quality that must be created."

RUSSELL

were reporting to Russell, an employee. All fully accepted and understood the reasons for this arrangement.

One of Russell's first moves was to put the partners on regular salary. The amount was small—\$75 a week—but it served the intended purpose. It removed some of the insecurity that uncertain earnings had caused among partners and their families, thus automatically slackening tensions.

Here are a few of the other methods that have since been applied to bring about better relations among the partners:

Code of ethics: At Booz, Allen & Hamilton, Russell had learned that the partners there had written and signed a formal code of ethics as a guide for the conduct of their consulting business. "Why not adapt this idea to our own needs?" Russell suggested to the DMJ partners. The partners agreed that it might be a way to strengthen mutual confidence among themselves, set a standard of professional conduct and weaken the possibility of future internal animosity.

Russell used a copy of the Booz, Allen code as a guide in preparing a rough draft of a similar code to submit to the DMJ partners. The draft was reworked until it touched all of the major problem areas. After it had won unanimous approval, it was prepared as a formalized "Code of Partnership Ethics," and signed by all partners. Among the items:

Acceptance by each member of the management of this firm of his pro rata share of responsibility for the getting of the business and the handling of it.

Unwillingness on the part of all members ever to speak disparagingly of another member to anyone.

Willingness on the part of all members to face all firm problems objectively and dispassionately.

Acceptance by each partner of his responsibility to protect the interests of other partners when delegated the authority and responsibility to act for the other partners.

Musical chairs: "I think one big cause of our difficulties," says Partner Arthur Mann, "was the fact that each of us felt we were better qualified to handle various jobs than the other fellows."

Because of this fact, General Manager Russell took a two-fold approach to the problem of job assignments for the partners:

First, he emphasized that responsibilities must be divided and specifically assigned. Prime objectives, he told the architects, were to give each job to the man best qualified for it, provide for close coordination of efforts, and avoid both duplication and omission of responsibility.

Second, however, Russell points

out that, as owners of the business, the partners should be intimately familiar with all aspects of the operation. And he pointed out that one way for finding out who was best qualified for each job was for each partner to take a crack at each major area of responsibility.

Out of this thinking evolved a unique system of "musical chairs" that continued for five years. Under the system, partners actually swapped jobs around until each man had served a term in each major function, such as business development, construction supervision, architecture and design. For one period, in fact, Russell was shifted out of his role as general manager.

Russell admits that the musical chairs process was unsettling, both to the partners and to the organization as a whole. He also reports that it was expensive in terms of the learning time required before each man could adequately adjust to his new set of responsibilities.

"But," adds Kenneth Johnson, "it was well worth the cost. It broadened our frame of reference and proved to each of us that one of the others is usually equally well qualified—or more so—to take the lead in a given area."

Flow of information: Another method used to renew partners' mutual confidence and compatibility was adequate flow of information. The partners had indicated that part of their difficulty was due to the fact that they didn't feel they were being kept informed on what the others were doing.

Russell's approach was to flood the partners with information. Reports, copies of correspondence and other written material flowed to the partners' desks in such volume that they could not possibly keep up with it. But the process overcame objections that partners weren't being kept informed. Gradually the volume of material was condensed down to the usable essentials, with the understanding that any partner could receive any added reports simply by asking.

An even better method of intercommunication was found to lie in

and frustration of valuable professional talent

the partnership meetings. Meetings were scheduled on a more regular basis and definite rules of order were devised. For example, it was made uncompromised policy that all decisions must be unanimous. If one member dissents on a proposal the others think is worthy, he either must be won over by persuasion or the idea is dropped.

The musical chairs technique was also adapted to the partnership meetings. Each year a new chairman is elected. The job involves a definite set of responsibilities and authorities; it has been designed much like the function of board chairman in a corporation.

The firm's partnership meetings have served a supplementary purpose: providing Douglas Russell with an opportunity to introduce management into the partners' thinking. In the beginning, partners tended to look at all problems strictly from their point of view as professional architects. Now, due to a purposeful cross-breeding of architecture, engineering and management, the entire group has learned to examine each item of business first from their position as over-all managers of the firm, only then from the standpoint of their own special areas of work.

The partners are in general agreement that one of the chief

"Our musical chairs program was costly but worth it."

RUSSELL



contributions General Manager Russell has made to the firm is that he has changed their personal concepts toward their responsibilities, and stimulated them to improve and expand their management skills on their own.

Other methods: Dozens of other specific methods have been used to create compatibility in this firm's management. Two examples:

■ The partners have set a policy that they will not make a habit of social fraternization among themselves. Except for business affairs, they get together socially with their wives only about once a year. Each partner has his own separate circle of friends and social interests. The partners feel that this pol-

icy eliminates, for example, any chance of bad feeling due to wives comparing notes on fur coats, antiques or the size (or lack) of their respective swimming pools.

■ Each year each partner must submit to the others a full statement of his personal finances. This serves two purposes: 1) it provides a double-check that no partner is getting himself into a financial bind that might be embarrassing to the firm, and 2) it forms a basis of understanding among the group that, despite their now greatly expanded incomes, they all face common financial needs and problems.*

Reflected results: How effective have these methods been in bringing about the desired compatibility among partners? Results were not immediate or perfect, of course, but what was accomplished is reflected partially in the financial success enjoyed since 1949 when Russell joined the firm. For example, Russell's employment contract called for him to receive a bonus of 40% of 1950's profits, then to be given an opportunity to become a full partner. Before the year was out, however, it was clear that profits were substantial, especially when compared to the firm's prior history. In recognition of this progress, Russell's employment contract was torn up and he was admitted to

(Continued on page 88)

"Our policy is that all decisions must be unanimous."

RUSSELL



*In addition to revealing personal finances partners must undergo a complete physical checkup each year and submit a complete report of the doctor's findings to one another.

How to get your own company meeting house



Standard Pressed Steel Co. (2,700 employees) had a space problem at its Jenkintown, Pa. headquarters.

Executives realized the company lacked adequate meeting facilities for employee programs and entertainment, stockholder meetings, and technical sympo-

siums put on for customers and visitors from around the world.

Thought was given to the idea of constructing a special functional building to satisfy these needs. The problem, however, was that the estimated cost for such a building was more than \$150,000.

Then someone happened to

drive past an unused movie theater within a half mile of the firm's plant, and an idea was born.

SPS bought the movie house for \$45,000 and invested an additional \$60,000 in renovations. Today, at a saving of at least \$50,000, SPS has a modern educational center, seating up to 650 people, complete with slide and movie projectors, lounge and meeting area, snack bar and modern wiring installation that enables a microphone to be used from any seat in the house.

It took just two months to completely renovate the "new" Education Building. First order of business after the revitalized structure opened its doors was the firm's annual shareholder meeting. Future billings for the meeting center include a variety of industrial meetings, symposiums, business dinners and technical conferences.

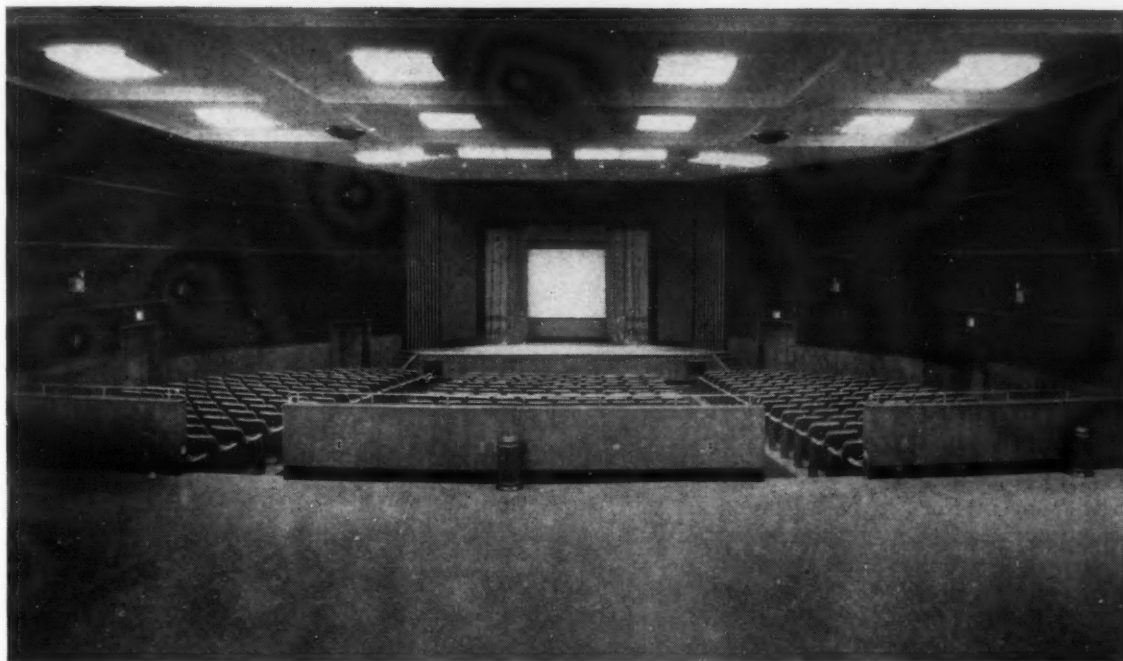
H. Thomas Hallowell, Jr., president of SPS, has summarized the advantages of his company's method of getting the needed meeting space. In addition to the saving in primary costs, he cites such factors as speed of renovation, retention of plant property for future manufacturing expansion, and convenient location in an area that avoids interference with plant routine by large groups of visitors. m/m

More than 100 shareholders relax comfortably in newly-installed theater seats to hear SPS officers present annual report at inaugural function of company's educational center.



At an estimated capital saving of some \$50,000, Standard Pressed Steel Co. acquired a functional meeting place for shareholders, employees and visiting customers.

Method: convert an unused local movie theater.



Re-equipped with 420 modern seats, the refurbished old Glenside Theater in Jenkintown, Pa., features wiring installations that permit use of a microphone from any seat in the house. Back portion of theater has been converted into a lounge area.



Dinners, buffets and similar gatherings can now be held in this 2000 sq. ft. lounge at rear of auditorium. Entire section was levelled to provide social area, with convenient snack bar, seen at left rear.

How to ATTRACT



Benton Rapid Express of Savannah, Ga. paid a grand total of \$4—yes, \$4—to place a half-page advertisement in *Fortune*, two-thirds of a page each in *U. S. News & World Report* and in *Nation's Business*, and a quarter of a page in a Sunday edition of the *New York Times*!

How did they do it? Operating as a participating member of the Georgia Motor Trucking Association, the Savannah shipping firm reaped the benefits of the southern state's unique "50-50 Plan," an unusual project which is making it possible for Georgia to attract new business and encourage industrial development—all at phenomenally low cost to each participant.

The Georgia 50-50 Plan, originated by an Atlanta advertising agency* and already given active thought by other states, embodies elements that make it practical for use by any company, industry or association in communities of all sizes throughout the country.

It is a plan which can help your firm attract additional business to your city, town or state with concurrent benefits to you. Reason: new business in your area means additional sources of raw materials and component parts close at

hand; it means increased financial prosperity and a larger labor force in your community; it means ultimate development of better transportation and communication facilities for you and your city.

The Georgia 50-50 Plan is a project which is taking its rightful place along with the varying promotional activities of many American states, cities and towns to attract new business to their areas for just such reasons.

How the plan works

The essence of the plan lies in its cooperative aspect. Fundamentally, it involves a series of agreements on the part of trade associations or individual business firms to match, dollar for dollar, funds put up by the State of Georgia. The sums thus appropriated are used for an advertising campaign in national magazines, for merchandising and promotional tie-ups and for publicity and public relations purposes.

Each individual ad, which runs in several leading national publications, is, of course, devoted to a discussion of what the state offers to new industry in the field served by that ad's co-sponsor. For example, "Make a better product for less in Georgia . . . with Natural Gas!" is the headline on the advertisement in which the state's gas companies participated, while that co-sponsored by the Georgia

Bankers Association talks about the \$2.5 billion combined resources available to incoming industry.

The campaign first saw the light of day just about one year ago. A survey of the first seven ads in the series shows that they drew 141 inquiries and that three companies have made definite commitments to open new plants within the state's borders. The results proved so attractive that the city of Douglas, Ga. approached Scott Candler, the state's Secretary of Commerce, with the request that it be permitted to participate in co-sponsoring an ad, in much the same manner as a trade association or individual business firm.

This unique "bargain advertising" project grew out of the state's need for more national advertising to attract expanding industry and to find a means of doing this on a small advertising budget.

Two years ago, the Georgia Department of Commerce, working with the Georgia State Chamber of Commerce, invited all advertising agencies operating in Georgia to submit presentations for a special industry-recruiting advertising campaign. The 50-50 Plan received their unanimous indorsement and resulted in the approval of an initial budget of \$50,000 by Gov. Marvin Griffin. Shortly thereafter, at a luncheon given by the governor for industrial and business leaders, the plan was pre-

*The Georgia 50-50 plan was originated and presented, and is being carried out by Tucker Wayne and Co., Atlanta advertising agency.

Business firms profit by having industrial neighbors located nearby. While management has traditionally relied upon state agencies to attract new industry, there are things you can do yourself to help achieve this goal. Here are some ideas, including a unique business-government cooperative promotion program initiated in Georgia and now rapidly spreading elsewhere.

BUSINESS to your community

sented and, on the spot, the representative of the power companies serving the state agreed to co-sponsor the first advertising "package."

From this point on, the first advertising plan in the nation in which business has joined with a state government in sharing the cost of a national advertising program sold easily. The bargain element to each association was apparent, with the state sharing half the cost of each ad.

The low pro rata cost to each association member also proved to be a tremendous inducement. The 375 members of the Georgia Bankers Association, for example, paid only \$13.33 each for ads in *Fortune*, *Newsweek* and the *Wall Street Journal*, which outlined financial services and the state's resources for expanding industry and business. The trucking companies within the state, as has been noted, participated for only \$4 each, while Georgia's three power companies paid \$1,700 each to match the state's \$5,000 contribution.

The cooperative aspect of the plan makes it easily adaptable to the needs of any community of

Varied advertising and promotional appeals are used by the State of Georgia and cooperating organizations in their joint campaign.



Thinking of a new plant location?



**Gardner
offers:**

Many approaches and forms are used to bring the story of area resources before the nation's business leaders.

any size, with or without the participation of a state, county or local government. Business organizations within any community can get together in the same manner—on their own if necessary—to launch cooperative advertising campaigns aimed at attracting additional business to their respective areas.

Other industry-pulling ideas

The Georgia plan is but one, although perhaps the most original and unique, of a series of projects continuously conducted by states and cities throughout the United States to promote the benefits accruing to industry which locates within their borders.

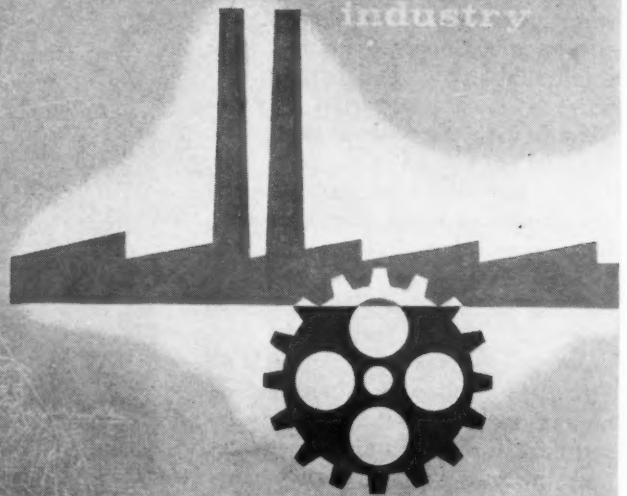
Typical of the constant promotional efforts being made along these lines, and of the thought being given to this problem by leading management men, are these recent examples:

■ "Minnesota Welcomes New Industry," an elaborate, 112-page book offering up-to-date, concise



MINNESOTA

welcomes new
industry



information for industrial prospects in that state.

Page by page, arranged alphabetically by community name, this book presents specific facts and figures on some 100 cities and towns throughout the state, including comprehensive aerial photographs of 69 of them. Available in-

dustrial sites are listed in each case, together with such information as industries currently operating in the community, raw materials available, transportation facilities, utilities and distance from Minneapolis-St. Paul.

■ "Available Buildings in Mis-
(Continued on page 74)

How to put your firm in pictures

By David Finn

Ruder & Finn, Inc., New York City



Many firms grind out dozens of publicity releases each year but neglect an even better public relations device—the photograph. The image you create in the public mind with pictures is a lasting one. Here is some authoritative advice both on how to get good photos, and how to use them.

One of the best ways to tell your company's story is with photographs—photos of yourself and employees, your plant and offices, your products and your news events.

Why are photos such a valuable means of public relations and communication? Largely because, even more than words, they are believed. Further, the impression created by a picture is usually remembered. Photos go a long way in helping to create the total mental image of your company's personality.

There is one key point to remember regarding public relations photos: they are a species unto themselves. Seldom if ever can a photo made for advertising purposes be adapted for public relations use. And seldom if ever will amateur or home-made photos produce any favorable PR result. Public relations photography has its own standards and techniques.

Following are some guides that will help you tell your story with photographs. The suggestions are based on the experiences of leading photographers, public relations experts and business firms that have successfully used PR photos.

1. Executive portraits

A good portrait photo is something that no executive should be without. But here's a classic example of the problem inherent in selecting the right photo.

The head of a publicity conscious

PORTRAITS



Keep at it until you find the photo that really expresses your personality.





This puppy added real appeal to what would have been merely a dull, static shot of an Allegheny Ludlum steel beam.

retail chain was advised by his PR director to have a portrait made that would convey his very dynamic, compelling personality. For almost two years the president underwent a continuing series of photographic sessions. Three of the country's leading portrait photographers made hundreds of individual shots, but none was judged by the president as satisfactory. Finally, after expending thousands of dollars, the president concluded that there was some strange quality in his face which made a good portrait utterly impossible.

This, of course, was not true—and never is. The point is that a person is rarely a good judge of his own picture.

When you have your portrait made, don't make the mistake of trying to select the best shot yourself. Instead, rely on the judgment of others, preferably the photographer and your PR advisor.

Three other points to remember: *

1. Use a top-notch photographer who specializes in editorial portraits. Be prepared to spend perhaps \$200 or more for a set of seven photos.

2. Use the same photo for all publicity purposes. This continuity will strengthen your identity in the

* A list of do's and don't's for executives about to have their pictures taken has been compiled in booklet form by Photographer Ralph Steiner with the aid of the Ruder & Finn staff. A copy of this booklet may be obtained free by circling No. 246 on the Reader Service Card.

NEWS

Here are two ways to show an award presentation: one is cold and uninteresting, the other human, warm, attention-getting.



minds of those who know you only by your picture.

3. Be sure to have a set of photos taken when you start a planned public relations program, and have a new portrait taken at least every five years. Among those who know you, it's bad PR to show yourself as you used to look.

2. News events

More public attention can be focused on a firm's activities if a news event can be reported with good press pictures.

It is usually wise to hire a good press photography service to cover such an event for you. The men are generally trained newspaper photographers who know what pictures stand the best chance of obtaining editors' interest.

Usually something special has to be prepared or "staged" to convert a business picture into good material for an events photo. A graphic chart, a sign or poster commemorating an anniversary, a group picture of the top management team—such devices as these will often do the trick.

3. Products in use

Product photographs for publicity purposes should be natural, preferably with a model (who looks like an ordinary user, not a beauty contest winner) using it in a life-like setting.

When a manufacturer of an automobile accessory introduced a new product, his advertising agency actually built a simulated model of the new device, exag-



... That's the report received from Mr. Harold W. Young, Asst. Treas., La Salle Extension University, Chicago, Illinois.

CUMMINS Check Signers and Endorsers are Time and Cost Savers!

La Salle Extension University, like all users of Cummins Check Signers, reports amazing speed and efficiency in their check signing. In addition, Cummins Check Signers give unvarying uniformity of the signature, because they use ink instead of ribbons.

Cummins Check Signers are accompanied by a \$10,000 forgery insurance policy. Payroll deadlines present no problem when a Cummins Signer is in use.

Suitable Models are available for any volume of checks. High-speed, automatic feed machines can sign over 20,000 checks per hour.

La Salle Extension University also uses a Cummins Check Endorser to eliminate noisy hand stamping of checks for deposit. Checks are endorsed at the same time as they are listed on the deposit ticket, ready for the bank that much earlier.

Many firms use the same Cummins machine for both endorsing and signing. La Salle Extension University has peak periods for both operations which frequently coincide and necessitates the use of two machines.

Like their "running mates", the Check Signers, Cummins Endorsers feature simplified operation, rugged design, and light weight. They save all the time wasted in hand stamping. As the operator lists each check, she simply drops it into the endorser and it is automatically endorsed and stacked in sequence.

"Our CUMMINS Signer saves valuable executive time with complete safety!"



Write today for complete information and illustrated literature. A no-obligation demonstration can be arranged at your convenience... ask for one.



Cummins IN BUSINESS AND BANKS SINCE 1887

CUMMINS BUSINESS MACHINES

A Division of Cummins-Chicago Corporation
4740 North Ravenswood Avenue • Chicago 40, Illinois

SALES AND SERVICE IN ALL PRINCIPAL CITIES

(Circle number 131 for more information)

The Plastallion counter display that helps the tide flow to JANTZEN



Actual size
9" x 4 1/4" x 1"

Jantzen had been buying ordinary counter identification signs for years. But they found that most of them were not being used by the top quality dealers who handle the Jantzen line. They wanted something super.

This Lucite block stands on a gold lacquered hardwood, felt-mounted pedestal. Embedded inside, giving the feeling of floating in space, is the Jantzen diving girl and the Jantzen logo. The flags depicting the Jantzen manufacturing locations throughout the world float through the medium of five color process printing on acetate.

Here is an exciting application for PLASTALLIONS. Point or purchase displays compete for space on counters and there's no doubt about getting that valuable position when you leave it up to a PLASTALLION to do the job. Can we work with you in designing one for your organization?

FREE: Our new revised 30-page catalogue is just off the press...full of illustrations of PLASTALLION paperweights, keytags, desk pen sets, desk calendars, cigarette boxes. Here's the complete PLASTALLION line...yours for the asking!

CREATIVE PLASTICS CORP. 409 N. Country Rd., Stony Brook, N.Y.

(Circle number 132 for more information)

SLENDERIZED TERRAZZO NEW DIMENSION IN FLOORING



Beauty, comfort, easy inexpensive maintenance; all this for your building with SURCO Thin Terrazzo.

This new dimension in flooring costs no more to install than tile in most cases, yet it provides your building with the unequaled dignity and beauty of terrazzo plus the resilience and comfort of hardwood flooring. It will last as long as the building. Best of all, maintenance cost is far less than the cost of maintaining resilient tile.

Thin Terrazzo made with SURCO, the oldest latex binder on the market, is the ideal flooring for corridors, offices, stores and restaurants. Send this coupon for more information.

Firm _____
Address _____ City _____
Architect _____
Address _____ City _____
Contractor _____ City _____
Send to: _____

SURCO

**International
Corporation**

**1330 West Peachtree, N.W.
Atlanta 9, Georgia**

(Circle number 133 for more information)

generating its features, to produce a photo that would present the product photographically to best advantage. However, the company's publicity department wisely refused to follow this lead.

Instead, they took a photo of the actual installation of the product. While company executives were upset by what they thought to be an inadequate result, the photos were ideal for their purpose and received widespread usage. Management was sold on the realistic approach.

A picture of a steel beam is not likely to find its way into print in many papers, but an appealing puppy sitting on that beam (see illustration, p. 38) might well attract the attention of a wire service picture editor and find its way into newspapers from coast to coast.



A blank background "portrait" of your product has little or no meaning, so show it in use like this. Caution: keep the setting realistic.

4. Factories and offices

It may cost a few hundred dollars to get the right kind of photos of your offices and plant. But the investment is almost always worth it. For example:

One firm commissioned a top industrial photographer to do a photo profile of its plant, in preparation for its 100th birthday. The resulting photos graphically showed the company personality on the faces of the men who worked there and in the fantastic machines that produced the company's product.

In addition to appearing in special sections of the business and trade press, these photographs were used in a company brochure,

formed the basis of an article in a nationally-circulated consumer magazine and, in short, paid back the investment of \$1,000 for the photographer's fee many times over.

The facilities where you manufacture your product and administer your company are as important from a PR point of view as how well you do these jobs. You can obtain the best chance of getting compelling pictures by hiring an experienced photographer on a day basis, rather than on a picture basis, since he will thus be freer to wait for realistic action from employees to capture the human drama, tension and humor that occur only spontaneously.

Publicity uses of photos

There are a number of outlets for good photographs of your executives, office or plant, products and news events, all of which can be used to help publicize your firm and its activities.

In addition to regular news photos, newspapers feature pictures on women's pages, business pages, photo pages and in some cases, complete photo sections. Wire services and syndicates also distribute pictures to their member newspapers, but their editors generally prefer exclusives; take different poses to send to the individual syndicates.

Magazines, of course, are also a good outlet for pictures. However, they usually prefer a somewhat different type of photo, involving an accent on action or on personalities. Here, too, a greater degree of commercialism is acceptable than with the newspapers, particularly among trade publications.

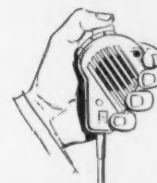
Many television programs make use of still photos, especially where "off-beat" human interest stories are concerned. Since audio credits are difficult to obtain, include the product or your firm's name somewhere in the photo.

And, finally, your photographs can be used effectively in annual reports, brochures, newsletters, bulletins. Realism, honesty, humanism—these are the characteristics that tell your story. Effective, professional photography will capture these qualities for you. m/m

Dictation

Now...error free,

cost free, with matchless simplicity of operation



THE NEW MAGNETIC RECORDING Comptometer Commander



FEATURES...

The amazing re-usable ERASE-O-MATIC belt with the lifetime guarantee.

Error Free—Magnetically erases unwanted words as you dictate. You hand your secretary perfect dictation every time.

Cost Free—Erase-O-Matic belt can be re-used thousands of times. No recurring costs for expensive discs, belts or cylinders.

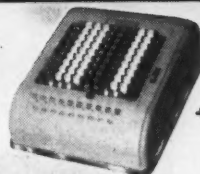
Belt is Mailable—no special protection required.

Simplicity of Operation—All the controls you need to dictate, listen, reverse, erase are in the palm of your hand... with Unimatic remote control microphone.

True Voice Reproduction—Without garble or needle scratch. Your secretary can transcribe twice as fast and right the first time.

No other machine combines the COMMANDER's many advanced features. Find out for yourself how the New Comptometer COMMANDER enables you to breeze through your daily dictation and get a lot more done. Mail Coupon Today.

Comptometer Corporation / BETTER PRODUCTS TO BETTER BUSINESS



New Comptometer Customatic—World's fastest way to figure... now faster than ever. Try it Free on your own work. Mail coupon.



Comptometer Comptograph "220M"—with new multiplication key—more features than any other 10-key listing machine. Try it Free.

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In Canada: Canadian Comptometer, Ltd.
501 Yonge Street, Toronto 5, Ontario

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☐ Comptometer Commander
☐ Comptometer Customatic
☐ Comptometer Comptograph "220M"

Name

Firm

Address

City

Zone

State

(Circle number 134 for more information)



Getting the Facts

Here it comes! . . . the barrage of questions that only the figure facts (up to the minute and accurate) can answer. Burroughs Sensimatic gives you a comprehensive, consolidated picture of all your firm's activities at all times—real Management Control!



All the facts and all the figures about your business. These you must have, day in, day out. For they determine the decisions—momentous and policy-establishing decisions—that management is called on to make.

Burroughs Sensimatic accounting machines are specifically engineered to provide you with a sweeping, consolidated picture of your true business condition. On receivables, for example. On production. On sales and inventory. Payroll. Disbursements. (To do so accurately, too—and *right now*.)

Have you ever been balked or misled by facts and figures that turned out to be history, not *news*? Then you know what we mean! And certainly you'll find the Burroughs Sensimatic—with its emphasis on Management Control—worth investigating. Just call our nearest branch office. Or write to Burroughs Corporation, Detroit 32, Michigan.

Burroughs Sensimatic

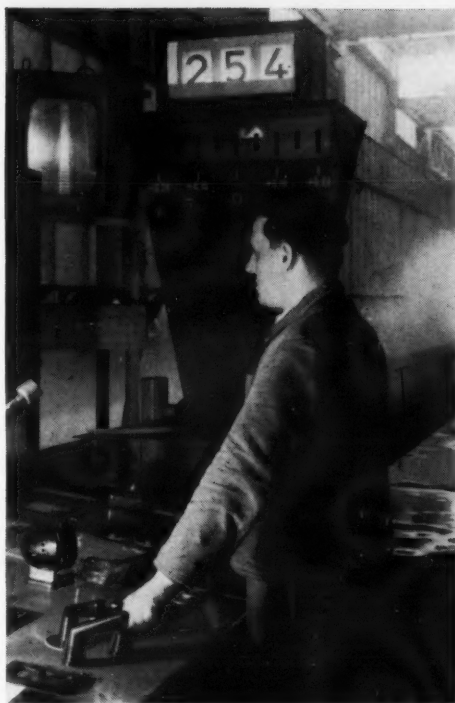
"Burroughs" and "Sensimatic"—TMs.



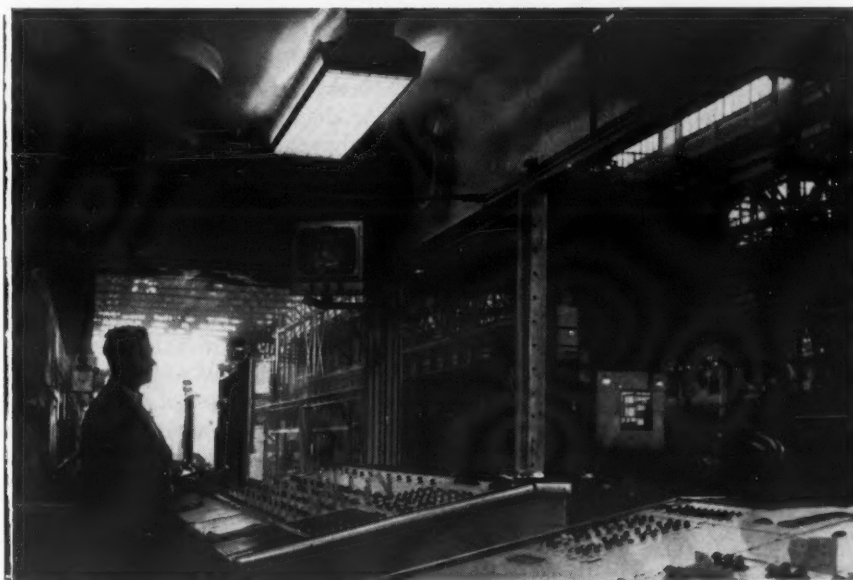
(Circle number 135 for more information)

MANAGEMENT METHODS

Closed television circuit lets lone operator control entire operation.



How closed circuit TV speeds production, improves quality



As steel sheets travel through the hot strip rolling mill, control operator checks their progress despite intervening curves and equipment which formerly blocked his vision. Use of closed-circuit TV permits one-man control.

ideas
from
abroad

This West German steel plant uses the TV camera and screen as a vital component in its automated processing operations

American manufacturers are not alone in making extensive use of automation to increase production, improve quality and provide for greater safety for their employees.

A leading West German steel plant, which has materially increased its output totals with each post-war year of operation, has introduced closed circuit television as a component in its constantly increasing use of automated production methods.

As ingots move from the soaking pit to the blooming mill, a distance of about 100 yards, in the Thyssen-Huette plant at Duisberg-Hamborn, a single operator is able to watch their progress along the entire route. As soon as his television screen tells him that the last ingot has cleared the rollers, he starts a new one on its way through the mill. This provides for a continuity of operation with a minimum chance for human error or accident, while eliminating previous time-consuming walking and checking operations.

Closed circuit TV is also being used by the firm in processing steel sheets through the hot strip rolling mill to the haspel. Whereas the control operator's vision was formerly hindered by a crane and a pedestrian bridge, television now provides him with an uninterrupted view of all steps in the process. A long distance servicer with an automatic diaphragm permits continual camera focusing. m/m

new VERTI-FILE*

with doors

**SLIDE-AWAY DOORS
ADD FINISHED
APPEARANCE—
SECURITY**



Now you can have 5-shelf or 7-shelf Verti-File with disappearing-type doors. These doors can be ordered with or without locks and the locks can be keyed alike or differently.

Deluxe VERTI-FILE Saves 60% in Floor Space!

You'll combine the space saving, low equipment cost advantages of Verti-File with security and eye appeal when you switch to Deluxe Verti-File with doors.

Call your Deluxe dealer. He's in the classified telephone directory under "Shelving, Steel" or write for new brochure V-415.

DELUXE

DELUXE METAL FURNITURE CO.
Warren, Pa.

A division of Royal Metal Mfg. Co.
*patent pending

sales ideas



Everyone agrees that it's best to sell the boss first. "But," asks the salesman, "how can I reach the boss?" Here's how one salesman approached the problem and increased his sales 180% in a single year.

"Our experience has taught us that the higher the position a man holds, the more receptive he is to new ideas."

This statement, made recently by the sales manager of a Houston firm, touches the core of a sales method that an increasing number of sales-minded firms are using today. The method: idea selling. Case after case shows that idea selling can probably be profitably adapted by your sales organization, particularly if you sell your product or service to other business firms.

Simply stated, idea selling is service salesmanship applied at the top management—or decision-making—level. It means selling top management on the need for change before selling the operating level on the specific merits of your product or service.

Here's a case example that pointedly illustrates idea selling in action.

Two years ago, Ben H. Bradley, a salesman for Wilson Stationery &

Printing Co., Houston, Texas, was presented with a challenging problem. His company had just taken on a new line of offset, spirit and Azograph duplicators made by A. B. Dick Co. Bradley was assigned the job of selling these products to business firms in the Houston area.

He decided to use the idea selling approach. The success of this approach is evidenced by the fact that last year he boosted sales volume 180% over the previous year.

Here, expressed by A. Scott Crawford, sales manager of Bradley's firm, is the outlook that Bradley took to the sales job:

"When you sell a product such as this, you have to sell change—a better way of doing things. So the most immediate sales prospect is the man who is most willing to change—and he's not necessarily the man most in need of change. We decided he would be found in 1) a fairly small company which 2) had a direct and recognizable need for one of the products in

(Circle number 137 for more information)

our new line and 3) was unlikely to be using a competitive product.

Crawford and Bradley mentally investigated the market for the new A. B. Dick duplicators, and decided that wholesaler organizations represented a perfect starting point. Reason: wholesaling involves a relatively high amount of paperwork and the duplicators represented a tool for improving paperwork systems. Further, the Houston area contained many relatively small wholesale organizations whose top executives should be easy to approach right at the start of the program.

Sales target number one became Plumbing Supply Co. When Bradley approached this company, he carried no product samples with him; in fact, he did not even mention the product he hoped to sell. Instead, he made a call on Vice President Leonard Rauch, sold him on the idea that Plumbing Supply's paperwork operations needed improvement, and received permission to make a survey of the firm's paperwork operations.

New system evolved

Bradley found several problems present in Plumbing Supply's invoicing system—problems which appeared to be solvable with duplicating equipment. Bradley worked out a new system which could speed up the invoicing process in addition to providing a number of by-product advantages.

Salesman Bradley then took his proposed new system back to Vice President Rauch and explained it in detail. Only after this top level executive had been sold on the benefits of change did Bradley mention the specific duplicator he intended to sell—and by that time the sale was virtually wrapped up.

This may seem like a considerable amount of effort to put into the sale of one duplicator. But in this case, the first sale served as a foundation for a series of additional successes with idea selling. After Bradley had made his first systems installation in the wholesale field, he found it easier to sell other top executives in the same field. He could provide references and he was becoming more and more familiar with the special problems in the business. By the end of last

year, he had 41 systems users—an average of nearly two a month for a two-year selling effort. More than half were wholesalers.

Specifically, these are the four reasons why Bradley decided to aim his idea selling campaign at small companies, rather than bigger concerns where individual sales might have been greater:

1. The smaller the organization, as a general rule, the simpler the problem to be overcome. If the problem is simple, it is easier to

establish a definite cost saving from the use of your product.

2. Small companies are less likely to be using one of your competitors' products already.

3. It unquestionably takes longer to sell a big company with an involved purchase approval pattern than it does to sell a smaller firm where authority rests predominantly with the top executive.

4. Most important of all, it is easier to reach the decision-maker in a small company. m/m



New THOMAS Cost Calculator takes the guess work out of any collating job!

Now, for the first time, you can tell in a jiffy just how long it will take, how much it will cost, and what is the fastest and least expensive way to do the job.

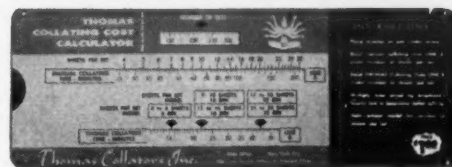
Whether you collate a lot or just a little . . . whether it's by hand or with a Thomas Collator, this new cost calculator is sure to be a real help. Send for your free calculator today. No obligation, of course!



**Thomas
Collators Inc.**

*More in use than all
other makes combined*

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CLIP OUT AND MAIL NOW!

Thomas Collators Inc., Dept.
50 Church St., New York 7, N. Y.

Please rush me:

- ☐ FREE Thomas Collating Cost Calculator
- ☐ FREE Brochure on New Thomas Collators
- ☐ Demonstration at my Convenience

NAME _____
(Please Print)

COMPANY _____

ADDRESS _____

CITY _____ STATE _____



(Circle number 138 for more information)

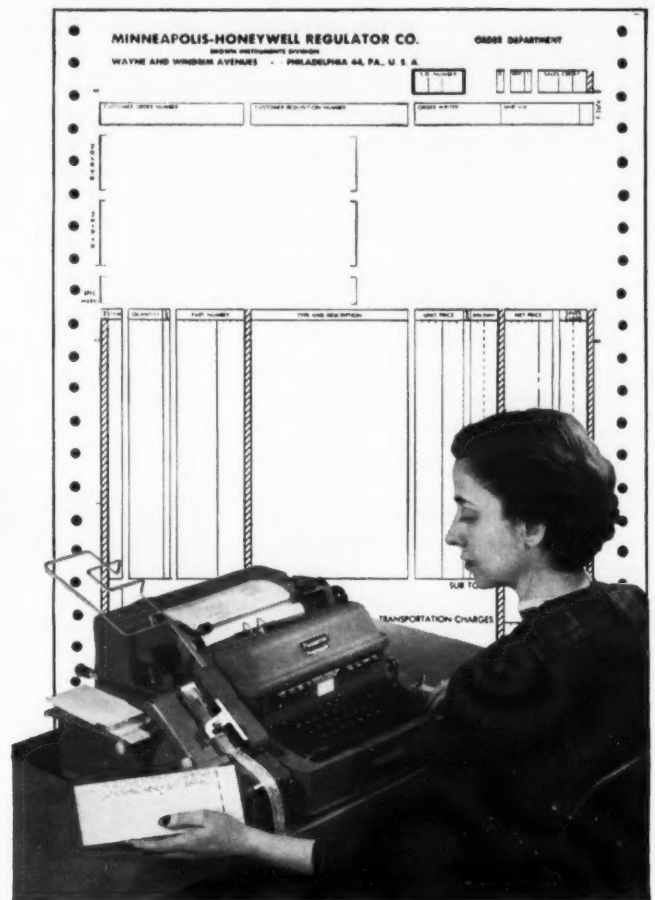
HERE'S HOW...

Minneapolis-Honeywell



automated its

order-invoice system



With six plants in one city, this Company was quick to recognize the need and advantages of Automated Data Processing to handle the mass of paper and clerical work required to facilitate manufacturing operations. An ADP system now prepares electronically and mechanically, through the use of common-language media, order filling, shipping, and invoicing records; as well as inventory control, cost of sales, and year-to-date analysis records.

The single writing of the Original Order initiates the procedure, simultaneously preparing not only the Order Form, but a comprehensive tape. The tape is used for automatic transmission of the Order to the Shipping

Department, and later for preparation of the Invoice and a selective by-product tape to be converted to punched cards.

The Shipping Department receives the Shipping Order over a printer-reperforator which also automatically punches a selective by-product tape for conversion to punched cards.

The Moore man, using Moore facilities, helped the Company's systems men in scientific design and construction of the following Moore Marginal Punched Continuous forms keyed for use in this highly automated system: a 1-part Order Copy; a 1-part Alpha File Copy; a 6-part Shipping Order; and a 9-part Invoice.



If you would like to read the details in this booklet, write on your Company letterhead to the Moore office nearest you.

MOORE BUSINESS FORMS

Inc



NIAGARA FALLS, N.Y.

DENTON, TEX.

EMERYVILLE, CALIF.

Since 1882 the world's largest manufacturer of business forms and systems. Over 300 offices and factories across U.S., Canada, Mexico, Caribbean and Central America.

(Circle number 139 for more information)

Here's proof your office is overstaffed

How much of your office payroll goes into straight repetitive work? This company asked the question, and then slashed 95% of its order processing overhead—and got a faster sales analysis to boot.

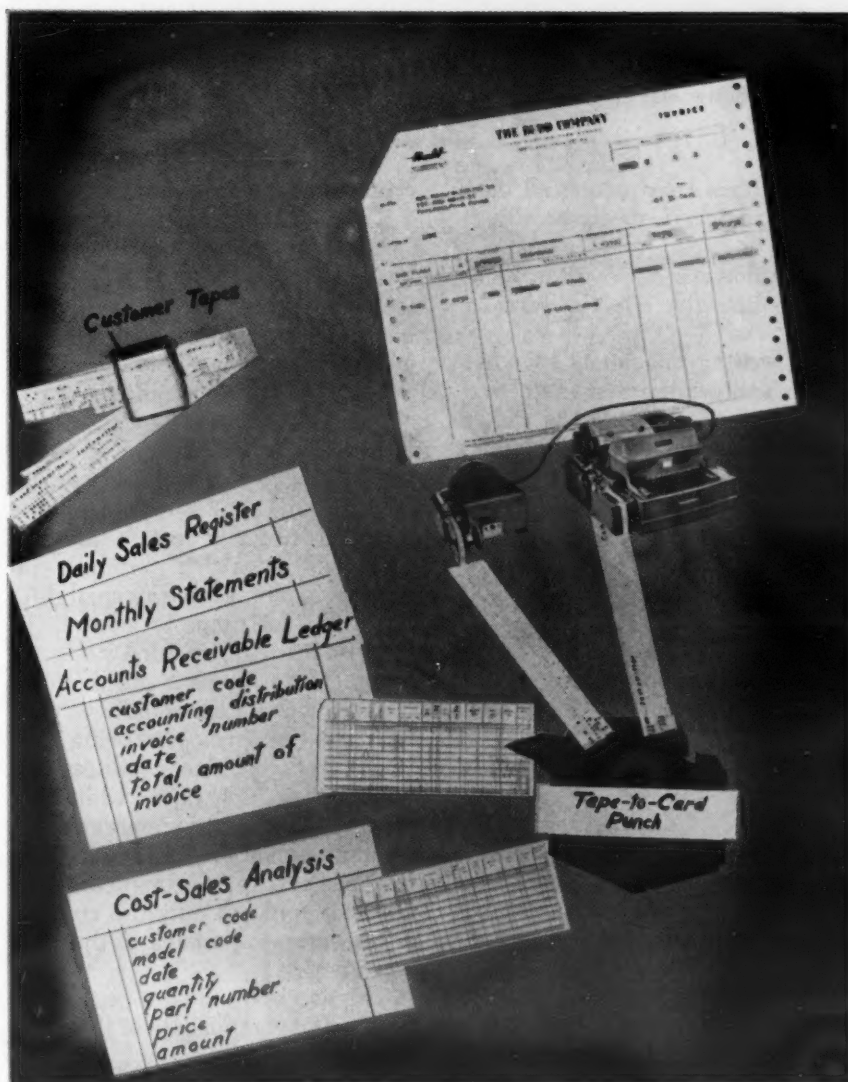
Nothing — not even coffee breaks—wastes as much time in today's paperwork-burdened offices as repeat typing, the typing of the same essential information on invoices, bills, and a variety of other forms used in the office.

When the Budd Co. of Philadelphia, world's largest independent producer of automobile and truck body parts, decided to up-date its billing procedures and related operations, it looked for a way of eliminating, or at least reducing, repeat typing. So successful was the method adopted by Budd that the company estimates that there has been a 95% reduction in wasted time.

In addition to this profitable result, the new system produced such a variety of "incidental" advantages that Budd began extending the new methods to additional departments.

The solution to Budd's problem proved to be an automatic typewriter and a motorized tape punch. Neither is as forbidding as it may sound.

In studying its billing operations, Budd discovered that its invoice forms contained all the data needed not only for billing, but for various analytical procedures as well. Therefore Budd looked for a method of utilizing the invoices as



Courtesy of Commercial Controls Corp.



Courtesy of Commercial Controls Corp.

Automatic typewriter and tape punch equipment reduce Budd Co.'s previously wasted time an estimated 95%.

a master form from which all data could be removed—mechanically, if possible.

The automatic typewriter filled the bill—literally. Here's how it works:

The writing machine, together with its cable-connected motorized tape punch machine, looks like a combination typewriter, teletype and ouija board. When operating it produces, in addition to a completed invoice, two by-product punched tapes, one pink and one yellow.

To activate the equipment a "program" or master tape is made up for each customer even *before* the first invoice is prepared. Punched into each such tape is all repetitive information: name, address, shipping destination, terms, FOB point, order number, part number, description and price. In cases where the same item or items are billed constantly, the tape also contains the quantity, amount and total.

Once this information has been registered correctly on the tape, complete accuracy is assured, eliminating not only all of the repeat

typing, but the proofreading as well.

The master program tapes are stored in a special board and are available instantly.

Assuming that a program tape has been prepared previously for a specific customer, here's how subsequent orders are handled:

The program tape is taken from the storage board and placed in the automatic typewriter together with a blank invoice. Then the machine is switched on. If certain information needed on this particular invoice has not been punched into the tape (for example, non-repetitive orders) the machine stops automatically to permit the operator to fill in such data manually.

While the invoice is being prepared, the machine produces the pink by-product tape, while the green by-product tape emerges from the tape punch machine. When the invoice has been completed the operator replaces only the customer's program tape back in the storage board.

The two by-product tapes are actually vital components of the overall Budd system.

At the end of each day these

tapes are sent to the tabulating department where they are used to activate the tape-to-card converter producing tabulating cards.

Information stored on each pink tape includes customer code, accounting distribution, invoice number, date, and total amount of invoice. From this information is produced the daily sales register with an accounting distribution, accounts receivable ledger, and monthly statements. One tabulating card is produced for each invoice, and the sales register totals must match the total of the invoices issued to provide a daily balance. These cards are retained by the accounts receivable department in code number order and are removed when paid.

The yellow tape contains information necessary to show sales on individual items. This tape includes customer code, model code, date, quantity, part number, price and amount. The cost department uses this tape to prepare a cost-sales analysis, with relation to profit or loss by part. Transferred to tabulating cards, this permits the production of a printed report on a daily, weekly, and monthly basis, summarized by individual part.

Thus, in addition to almost complete elimination of time-consuming repeat typing, the Budd Co.'s system provides an economical means of conducting sales analysis. Before the system was installed, extraction of the necessary information to conduct such studies was too expensive to justify the manual preparation.

Another advantage of the system, according to Budd, is its flexibility to handle increased workloads. Sickness, vacations and lost personnel no longer cause backlogs of unfinished work.

So pleased was Budd with its automatic writing system that plans were made to extend the system to bills of lading, advance shipping information for major customers, and daily and cumulative shipment records maintained by the sales, production and billing departments.

"We now have," says a Budd official, "the basic machinery which allows us to experiment in further advancements of automation." m/m

6300?08
630!008

END DECIMAL-POINT ERRORS

with Marchant's new

DECI•MAGIC

Touch one key one time — and DECI•MAGIC sets all your decimals automatically in the keyboard and all dials, guaranteeing you correct decimals throughout the problem and in the answer.

This positive protection, plus many other exclusive advanced features, makes Deci•Magic the easiest calculator to use ever built. Never before has a new calculator created so much interest...so many requests for demonstrations.

See it yourself—ask your nearby Marchant Man for a Deci•Magic demonstration on your own figurework.



MARCHANT CALCULATORS, INC.

OAKLAND 8, CALIFORNIA

Ask your nearby Marchant Man for a demonstration of the Deci•Magic or mail this coupon, with your business letterhead, to the address above for:

Information on the new Deci•Magic ☐
Index to Modern Figuring by Marchant Methods..... ☐

D-4

DECI•MAGIC DOES IT ALL FOR YOU—AUTOMATICALLY
ALL Decimal Setting • ALL Dial Positioning • ALL Clearing

Modern Management Counts on Marchant

(Circle number 142 for more information)

**NOW! Save hours
of drudgery**



**with new
CURVE-LINE TAPES**

A boon to chart and graph makers, engineers, draftsmen, layout men, methods men . . . anyone who has occasion to "draw" broken, dotted or solid lines . . . these new 1/16" and 1/32" Chart-Pak Curve-Line Tapes can save hours of drudgery.

(1/16" Curve-Line)

Precision printed, precision slit, pressure-sensitive, Curve-Line Tapes are easily applied either freehand or with the new Chart-Pak "Tape-Pen" (shown above)—make straight lines, curves, angles, smoothly and accurately. Correct instantly simply by removing and replacing tapes. The charts can then be reproduced by any standard method.

(1/32" Curve-Line)

Available in 8 styles, 14 colors, Curve-Line is the newest addition to the Chart-Pak Line of pressure-sensitive tapes — which incorporates hundreds of patterns and combinations. Templates for plant and office equipment layout, Pictograph, flow-chart and other symbols, point-sized newspaper borders, and plastic workboards also available.

- Facilities for special printing, precision slitting, of special patterns, templates and symbols to your order.

**For Full
Information**

and name of
distributor nearest you,
mail the
coupon below.

CHART-PAK, INC.

329 River Road, Leeds, Mass.

Please send information about Chart-Pak.

Name _____

Title _____

Company _____

Address _____

City _____ Zone _____ State _____

This coupon border made with Curve-Line Tape

(Circle number 143 for more information)

thought starters

Thought Starters deal with "practical solutions to administrative problems." The editor invites contributions—which are paid for at our normal space rates.

PUBLIC RELATIONS

Iowa firm honors local school teacher

A framed parchment certificate and silver cup, embodying the Distinguished Teacher Award, have been presented to Miss Reva Meredith, principal of Washington grade school in Newton, Ia., by the Maytag Co. Foundation.

In addition, Miss Meredith re-



ceived a life membership in the National Education Association. In making the award, Robert E. Vance, president of the foundation, described it as a tribute to the teaching profession as much as to an individual.

The Distinguished Teacher Award is part of the Maytag Co. foundation's Newton teacher program designed to reward extra effort and to make a teaching position in the community more attractive. It also provides for travel and convention grants, summer school scholarships, financing of speakers and tickets to cultural attractions.

EMPLOYEE RELATIONS

Interview form must be signed by employee

By Herman Harrow

Periodic reviews of employee performance at the Durez Plastics division of Hooker Electrochemical Co. are now considered part of

a "development" rather than an "appraisal" program, and each employee signs the one-page form certifying that he has been personally interviewed by his supervisor.

Grading or scoring on a point basis has been completely eliminated and supervisors have been instructed to use the firm's interview form merely as a guide, eliminating any words or phrases that might not apply in individual cases.

The newly revised form, supplanting one previously used for rating employees, offers considerable flexibility for the interpretations and remarks of each supervisor and contains its built-in guarantee that the employee has been given an interview discussing the form's contents. Greater participation by both employees and supervisors has resulted.

INVENTORY

Double window envelope cuts inventory need

By Horton S. Allen

New double window envelopes, which eliminate the need for printed return addresses, are being used by Fruehauf Trailer Co. to simplify warehousing problems.

In the past, the firm has had to procure and stock two sizes of envelopes for each of some 70 company addresses throughout the country. Now branch disbursement checks and branch work order invoices are being mailed in the two envelope sizes, as previously, but each branch can now use the identical envelopes. All corner card printing has been eliminated.

The technique of using these envelopes of course requires that the full company name and branch address be printed in the proper left hand corner of the form to be enclosed, but the arrangement has proved relatively simple, since

LEADING COMPANIES EVERYWHERE ARE ADOPTING COPYFLEX ONE-WRITING METHOD!



Main office and factory of
The Bristol Company, Waterbury, Conn.

Above: J. H. O'Connor, office manager of The Bristol Company, saves his company thousands of dollars annually with Copyflex one-writing system.

The Bristol Company Slashes Clerical Time and Cost 85% on Order-Invoice Operation!

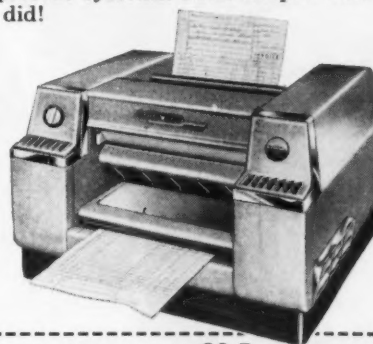
The Socket Screw Division of The Bristol Company, manufacturers of the most complete line of socket screws on the market, has virtually eliminated all clerical work on its extensive order-invoice operation. Alert office manager J. H. O'Connor has done it with a revolutionary one-writing system made possible by Copyflex copying. All items to be ordered by distributors from Bristol are preprinted on prepriced translucent forms. Distributors pencil in quantities desired and send originals of orders to Bristol. Copyflex copies, mechanically produced from the originals without further writing, serve as packing lists, shipping labels, order acknowledgements. Extensions are then made on the original order and additional Copyflex copies run off for use as invoices.

How Bristol has eliminated costly, time-consuming clerical copying and proofreading with Copyflex can be shown by Bristol's own Time Study:

	Conventional System (One-Order-Invoice)	Copyflex System (One-Order-Invoice)
Checking and Pricing Distributor Purchase Order...	15 minutes	0 minutes
Preparation of Order Invoice	45 minutes	8 minutes
Totals...	60 minutes	8 minutes

The savings made by Bristol can be projected to almost any paperwork operation in your business whether it's accounting, purchasing-receiving, or production control. Copyflex is the superior, modern copying process—clean, odorless, and economical. Letter-size Copyflex copies cost less than a penny each for materials. Copyflex will fit readily into your present systems. Mail coupon today! You'll be glad you did!

Copyflex Desk Top Model 110 copies originals 11" wide by any length, makes up to 300 letter-size copies per hour. Only \$555. Other models available to copy originals up to 54" wide.



BRUNING

Copies anything typed, written, printed, or drawn on ordinary translucent paper—in seconds.

Copyflex

Offices in
38 Cities of
the U.S.
and Canada

CHARLES BRUNING COMPANY, INC., CHICAGO

In Canada: Charles Bruning Co. (Canada) Ltd., 105 Church St., Toronto, Ont.

(Circle number 144 for more information)

Charles Bruning Company, Inc., Dept. 92-F
4700 Montrose Ave., Chicago 41, Illinois

Please send me information on the Copyflex process and machines.

Name _____ Title _____

Company _____

Address _____

City _____ County _____ State _____

Fruehauf had always carried this information on the forms and no extra cost was involved in the repositioning.

The user of this type envelope should obtain approval of the Post Office department, since current regulations technically require that window envelopes must carry a printed corner card in the upper left. However, the firm experienced no difficulty in obtaining official approval for the new envelopes, although the Post Office did stipulate that the upper window be covered to prevent the possibility of a misplaced cancellation mark defacing the contents.

NEW LITERATURE

Booklet offers helpful mail hints

There are plenty of things that the business firm itself can do to help the Post Office speed its mail, says Pitney-Bowes in a new booklet, "29 Timely Mailing Tips."

"More often than not," the booklet's introduction states, "the Post Office is not to blame for the letter that got there late, the package that went astray or the carton that came through crushed."

"Too often, getting out the daily mail is considered a minor phase of business operation, when actually—even in smaller firms—it deserves top management attention."

The booklet presents its ideas in three categories: "Helpful Hints for Handling Your Regular Daily Mail," "Parcel Post Pointers" and "Tips for Advertising and Other Volume Mailings."

For a free copy, circle number 257 on the Reader Service Card.

New booklet describes accounting shortcuts

A new 16-page booklet, "Shortcuts to Accounting," published by Charles Bruning Co., explains methods of speeding up and simplifying paperwork in many types of accounting operations.

It demonstrates how diazotype

copying machines eliminate rewriting, retyping and proofreading of repetitive information in various accounting operations. Copies of the booklet are offered by the company to accounting executives.

For a free copy, circle number 256 on the Reader Service Card.

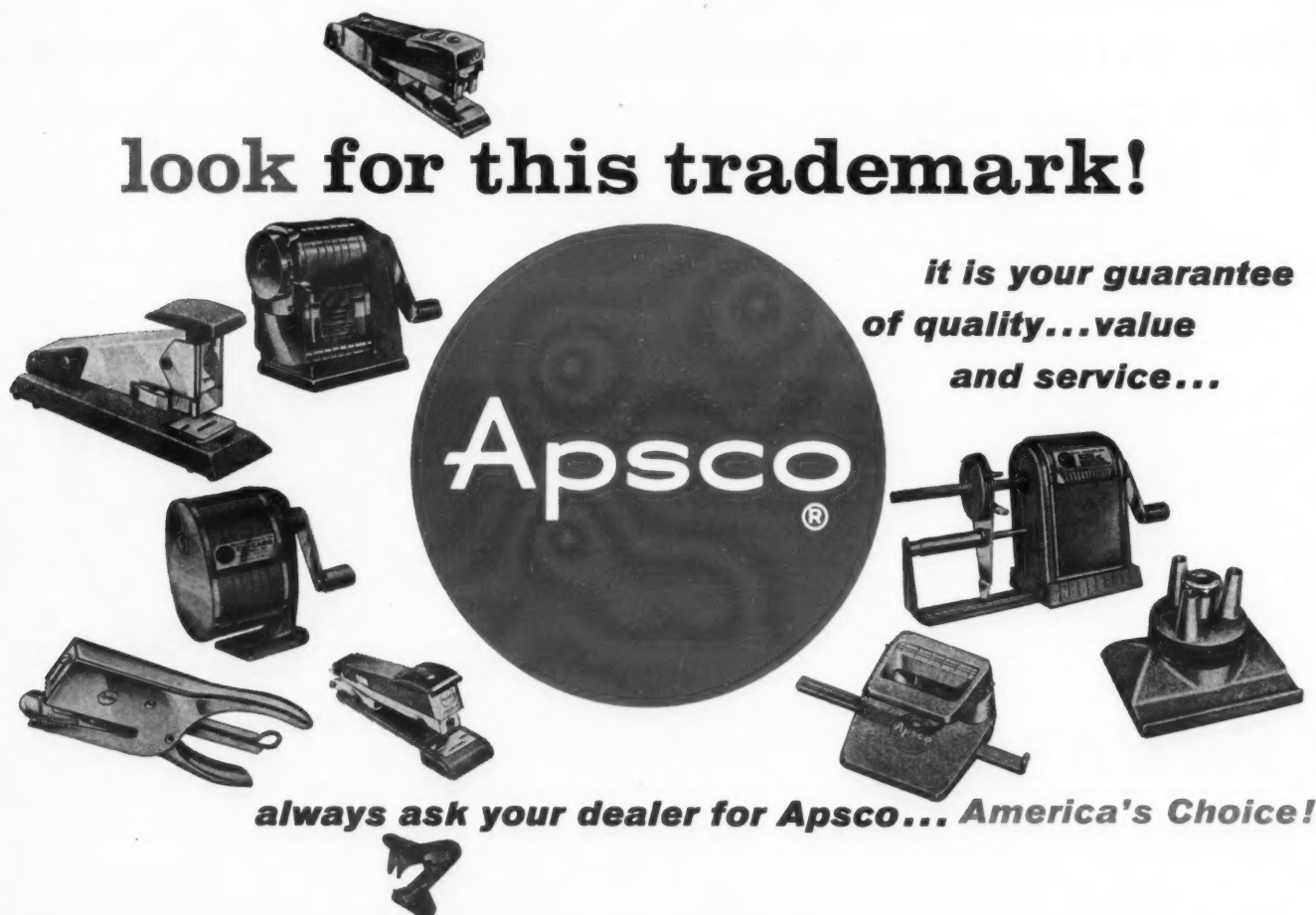
Government business film lists available

A new catalogue of U. S. Government films for industry is now available, listing all new sound motion pictures released to date, totalling 364 subjects.

This selection of films, from more than 3,000 productions created for the various government agencies, are catalogued in four groups: management, engineering, supervision, and training.

Almost all the films deal with subjects of common interest to every business and industry, providing audio-visual aids applicable to educational needs from the management level to the shop or foundry.

For the growing field of atomic



look for this trademark!

it is your guarantee of quality...value and service...

Apsco®

always ask your dealer for Apsco... America's Choice!

(Circle number 145 for more information)



Ever wish you could control the Coffee-Break?

**FREE BOOKLET SHOWS HOW TO CUT LOST TIME
AND SUPPLY A COFFEE-BREAK THAT EMPLOYEES WILL LOVE!**



Complete Beverage Center. The attractive new OASIS Hot 'n Cold with refrigerated compartment and Beverage Locker which holds hundreds of assorted instant beverage envelopes, cups, spoons. Locks for safekeeping.

Get the FREE booklet—"How to cut coffee-break time in half." It tells how you can boost office and plant efficiency and morale... with the amazing new OASIS Hot 'n Cold Water Cooler, that supplies piping hot water for instant beverages and delightfully cool drinking water too.

Gives you control of the Coffee-Break—by locating the attractive Hot 'n Cold and its companion Beverage Locker close to work areas. In seconds employees can prepare their favorite "instant" coffee, chocolate, or broth *on the spot*. There's no muss... no fuss... and **NO NEED TO GO OR**

SEND OUT for coffee. What's more, employees love it, and it cuts coffee-break time 50%!

FREE BEVERAGE OFFER. From Sept. 15 to Nov. 30, every buyer of a new Oasis Hot 'n Cold will get a money-saving **BEVERAGE BONUS: 100 packaged beverages** (individual service envelopes of instant coffee, chocolate, beef broth and chicken broth, **PLUS** Pream and sugar), 100 cups, 100 spoons. So **ACT NOW!** Send for free beverage certificate which entitles you to the free beverages, and the new, informative booklet: "How to cut coffee-break time in half."



**OASIS
HOT 'N COLD
Water Coolers**

*Made in pressure and bottle models
Sold everywhere... Rented in many areas*

DISTRIBUTED IN CANADA BY G. H. WOOD & COMPANY, LTD.

**THE EBCO MANUFACTURING COMPANY
Dept. 9-E, Columbus 13, Ohio**

Rush my free booklet "How to cut coffee-break time in half!" PLUS my free beverage certificate to:

name _____
company _____
address _____
city _____ zone _____ state _____

(Circle number 147 for more information)

What's the ideal
business gift at Christmas?



ZIPPO® because it will give you ...

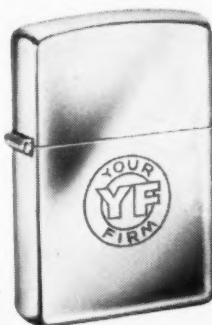
ASSURANCE that a world-famous Zippo will be well received
INSURANCE that a Zippo will *always* work, or we'll fix it free

INFLUENCE through the frequency of impression your trademark engraved on a Zippo will receive over a period of years

... any wonder Zippo has been the favorite business gift at Christmas for years?

For information about business gift Zippos, write Dept. M329, Zippo Manufacturing Company, Bradford, Pa. In Canada: Zippo Manufacturing Co., Canada Ltd., Niagara Falls, Ont.

(Circle number 150 for more information)



IDEA no. 4
for
**office
managers**

**manpower, inc.
trouble-saver**

When your office staff is temporarily reduced by sick leaves and vacations — or while you look for permanent help — use Manpower, Inc. employees to keep your work current. Use Manpower, Inc. typists, stenographers, and office workers as long as you need them at low hourly rates.

Write for **FREE**
"Office Managers Idea Newsletter"

manpower, inc.

801 N. Plankinton Ave., Milwaukee, Wis.
OVER 100 BRANCH OFFICES COAST-TO-COAST

(Circle number 148 for more information)

**A new, more ,
comfortable chair
for cashiers and
draftsmen**



The Sturgis 837

At last, solid comfort and posture support in a "high" chair! Big, soft, foam rubber cushioned seat. Foam rubber cushioned backrest curved to snuggle into the small of the back and give firm support. Footring located for comfort and welded to frame for stability and safety. This chair is available in three adjustable seat heights ranging from 20"-24", 24"-28", 28"-32". Ask your Sturgis dealer to show you the No. 837 High Master. The Sturgis Posture Chair Company, Sturgis, Michigan. Address inquiries to The Sturgis Posture Chair Company, General Sales Offices, 154 East Erie Street, Chicago 11, Illinois.



(Circle number 149 for more information)

NEW LITERATURE (Continued)

energy in industry there is a series of six films.

All films listed in the catalogue are available at actual print cost plus distribution.

How to profit from photocopy machines

A 16-page, full color booklet on photocopying for every type of business is available from American Photocopy Equipment Co.

The booklet explains photocopying in detail and illustrates many time-saving and money-saving applications.

With copies of the booklet, Apeco sends a series of business case histories detailing how present users are profiting from use of its own equipment.

For a free copy, circle number 251 on the Reader Service Card.

DUPLICATING

New spirit process eliminates dye stains

Columbia Ribbon & Carbon Manufacturing Co. has come up with a new answer to the problem of "purple plague."

Its new Transograph process is said to eliminate traditional dyes and stains normally associated with hectograph duplication. The new process is based on a localized chemical reaction that forms a clean, substantially lightfast and waterfast reproduction, and boasts the advantage that it can be used with any existing spirit duplicating machine, without additional parts, modifications or special training.

The new process may prove to be one more step towards the elimination of a personnel problem based upon the unwillingness of many employees to submit themselves to the discomfort of spreading dye stains. Transograph, the manufacturer states, is also expected to open new uses for spirit duplicating.

The process is made up of three basic components: transfer sets, fluid and copy paper.

For further information, circle number 249 on the Reader Service Card.

This is the multiplying 10-key adding machine

(Friden Model ABY)

You'll see when you touch it—Friden model ABY is far advanced over all other machines at or near its price! A complete adding-multiplying machine no office can afford to be without. Plainly labeled control keys give direct "live" response. Totals and sub-totals obtained instantly with no extra strokes. Direct credit balance or minus total. Clear signal prints automatically. All negative amounts printed in red. Simplified ribbon and paper change. Ask your nearby Friden Man to show you *Natural Way* adding soon!



Only Friden offers
this **NATURAL WAY** to
add, subtract, and now—
multiply too!

- Patented Natural Way keyboard rests working fingers in action
- Visible Check window shows each item before it is printed or added
- Rapid multiplication with automatic step-over of multiplicand

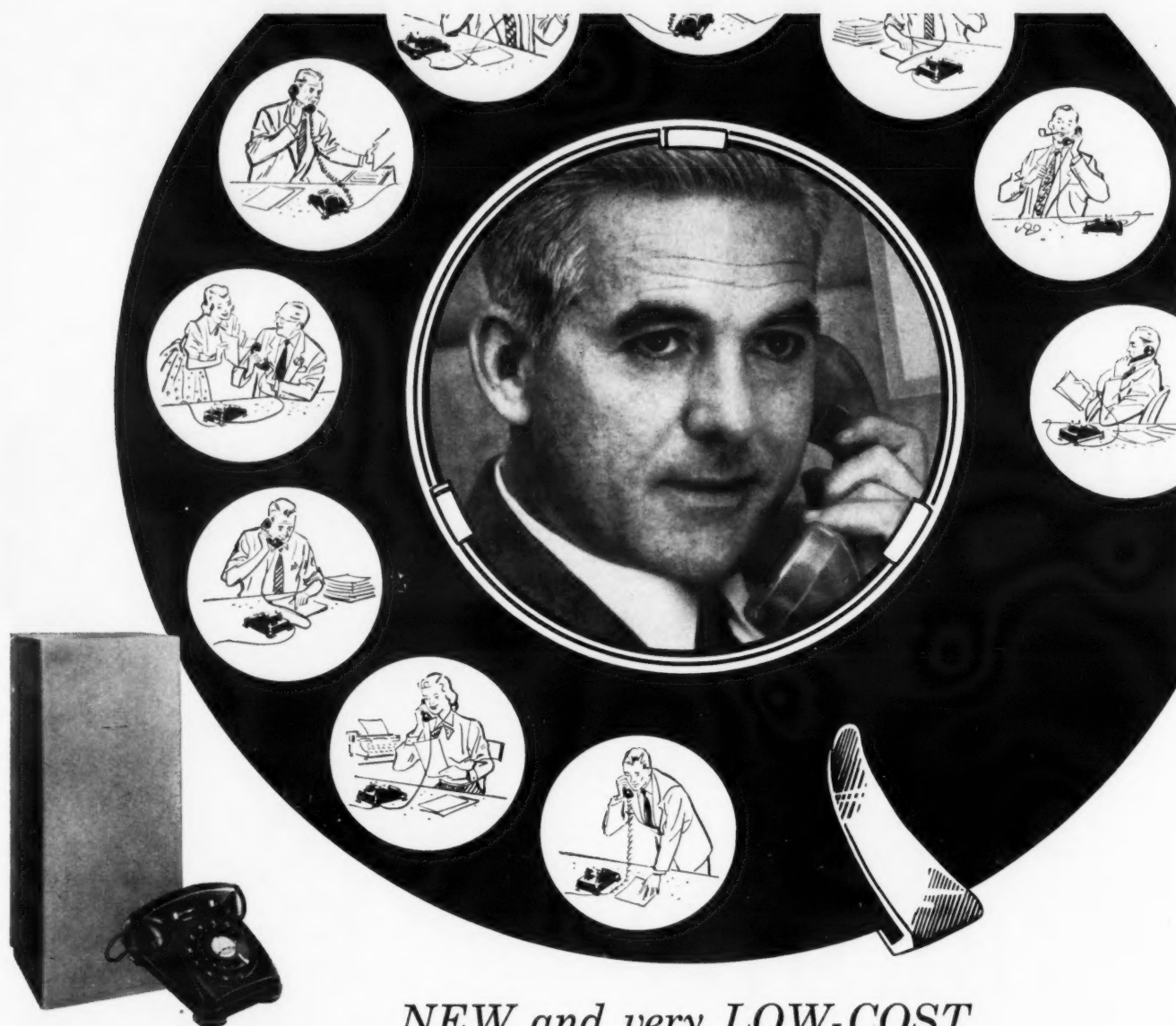
Friden

brings you an automatic office

Commercial Controls Corporation, Rochester, N. Y., Subsidiary

©Friden Calculating Machine Co., Inc., San Leandro, California—sales, instruction, service throughout U.S. and world.

(Circle number 151 for more information)



NEW and very LOW-COST
10-line completely private DIAL INTERCOM
STROMBERG-CARLSON "DIAL-X"

Model TDX-10 is the sound world's most efficient and compact—yet *lowest-cost*—dial system for completely private internal intercommunication.

If you have up to 10 executive and staff members who need instant, *private* telephone service among themselves, investigate Dial-X.

WITH THESE EXTRA FEATURES OF SUPERIORITY

- Less than a penny a day to operate!
- The whole "works" wall-mounted, in only 17" x 10" x 6" of space; dust-free.
- Uses patented, extra-reliable switch, with lifetime *double* contact points.
- Has built-in paging feature: add amplifier and speaker facilities and use your handset as a microphone!
- Entirely independent of regular operator. Reduces load, thus clearing board for important outside calls.
- "Executive-right-of-way" features let Mr. Boss grab a line when there's big business afoot.
- Simple, one-digit dialing.
- Continuous ringing with ring-back to caller—no re-dialing.
- Original system can be expanded any time without disturbing existing phones or wiring. What's more, extensions may be put on any or all lines.

A survey of your premises entails no obligation, and a system may be purchased outright or on a long-term lease.

See the "Yellow Pages" of your local phone book (under "Sound or Public Address Systems") or send the coupon at right.



STROMBERG-CARLSON

A DIVISION OF GENERAL DYNAMICS CORPORATION
 1703 UNIVERSITY AVENUE • ROCHESTER 3, N. Y.



We'd like more information on a 10-line Dial-X System.

COMPANY
 ADDRESS
 BY M.....

How many dollars did your firm throw away last week through needlessly expensive telegrams? If your company is typical of most, little attention has been paid to analyzing the fertile field of telegraphic cost reduction. The specific cost-cutting suggestions in this article are based on the author's own experience in helping to trim more than 40% from his firm's telegram message costs. Key method: a telegram editor.

EDITOR'S NOTE: This is the second of two articles dealing with control of communication costs. Last month the author detailed the methods used by his company to reduce long-distance telephone costs.

During the recent months of April and May, Lincoln Electric Co. sent a total of 1,080 telegrams throughout the country. The average cost of these messages was just \$1.18 each, including Federal tax.

That present figure isn't much



In answer to

kind enough

higher than *half* the average cost of our telegrams nine years ago. Specifically, we have slashed 41% out of our per message telegram costs since 1948.

This experience of ours can be used as the basis for two pretty safe guesses.

■ Guess one: that your company, regardless of its business, is making regular and extensive use of telegram communications, too—and very likely you're spending more money monthly than you suspect.

■ Guess two: that you may find a good deal of pure waste in your company's telegram practices. A little analysis might show you that the cumulative annual savings from a 20% to 40% cut in your telegram expenses could amount to a respectable economy.

Here are the ways we have managed to realize our big telegram saving.

Telegram editor

One person in Lincoln Electric Co. is the key to our success in putting the lid on telegram costs. That person is our telegram editor/transmitter, a young woman qualified for her job by her tact, her flair for word economy, her familiarity with our company and products, her judgment and special training for her job—and her ability to know when to seek advice. Every month this young lady saves our company more than her monthly salary.

At our Cleveland headquarters, every telegram, before it is transmitted, must clear through this employee. She has the responsibility—and authority—to edit telegrams when necessary, without regard for the position or prestige of the originator.

We can't deny that this authority is occasionally challenged by those who feel their telegrams should be sent "as is." On such occasions, however, her superiors and management as a whole stand behind her. In turn, management keeps alert to the caliber of her

work, frequently checking her rewrites and steering her efforts.

Normally, the originator of a telegram does not realize that his message can be expressed better and more cheaply. For his protection, his original message is stapled to the file copy of the message as transmitted, and retained in the telegraph department.

In selecting our operator, we found it helpful to create our own aptitude test. In this test, the applicant studies a skeleton version of editing rules for five minutes. Then she edits a sheet of seven typical company telegrams. The test is scored on a judgment basis. Test results, plus standard typing and spelling scores, give us valuable guidance before actual training is begun.

The telegraph operator has these editing objectives:

1. Make sure the message has clarity.

2. Consistent with clarity, edit the message to contain no more than the 15-word straight telegram minimum.

3. If clarity cannot be preserved within 15 words, try to keep edited message under "break-point" for destination rate zone. (The "break-point" can be defined as the point when a straight telegram becomes more expensive than a 50-word-minimum day letter.)

4. If clarity cannot be preserved by editing below break-point, send message as a day letter with only enough editing to provide clarity. (This objective may actually result in adding words up to the 50-word minimum.)

5. If telegram is received too late for same day delivery at destination time zone, convert to 50-word-minimum night letter, or dispatch on special forms by air mail special delivery.

The post office can furnish a list of points to which air mail special delivery service, regular mail or special delivery will result in de-

livery by 9:00 a.m. the following business day. Experience will determine whether you can depend on this service.

Our telegram editor also is instructed to check for time differences. If an originator specifies straight telegram transmission on an urgent message destined for a point two or three time zones distant, the message should be converted to the least expensive service: day letter or night letter. It is needless to dispatch a 50-word full-rate telegram from New York at 9:00 a.m. destined for Los Angeles, where it is only 6:00 a.m. A day letter will usually be delivered in ample time. Conversely, a full-rate telegram dispatched from San Francisco at 2:00 p.m. to the eastern time zone should be marked as a night letter or converted to air mail special delivery because the destination office normally will have closed at the time the telegram is dispatched.

One more job given to our telegram editor is to convert certain telegrams to station-to-station telephone calls. Calculations from your originating point will indicate that station-to-station telephone rates will be less expensive to certain points than a 15-word telegram. There may be a greater difference on a 50-word day letter. If the operator believes the message does not require a written record, she may place a station-to-station long distance call to one of our own branch or warehouse points, dictating the message to the operator at that point. This procedure is not recommended for transmission of messages to customers or vendors. Where such telephoning is done, a written confirmation on a distinctive form should be dispatched in that evening's inter-office mail.

Editing suggestions

Except for changes in grammar and sentence construction to insure clarity, editing is guided chiefly by

Very sincerely

your servant

Remember me to the boys

You

*your company is judged
by the office you keep!*



Cole's Modular Steel Desks . . .

With good office space at a premium, expanding firms are using Cole Steel to gain greater per square foot efficiency out of existing quarters.

Cole Modulares are designed with interchangeable tops, panels and pedestals . . . in a wide range of sizes and colors to meet changing office needs.

Create a "new look" for your office—with Cole.

COLE STEEL

Send for our latest catalog



Cole Steel Equipment Co., Inc. • 415 Madison Ave., New York 17, N. Y. • Canada: 329 Dufferin St., Toronto, Ont.

How to get your shipments out faster, at less cost

New 16-page booklet shows how easily it can be done through more systematic addressing of cartons, labels and tags

Slow, old-fashioned methods of stenciling and labeling can seriously delay your shipments. While a shipment sits on the dock ready to go, an office girl is writing out labels by hand. While a stack of cartons waits to be stenciled, a shipping clerk spends precious minutes looking through the files for the right stencilboard. And, because the pressure is on the shipping department to get orders out quickly, cartons are improperly marked and then lost enroute.

A vital operation

The stenciling and labeling of shipments is one of the most important operations in the plant because nothing gets shipped until it's been addressed. You can have the most carefully laid plans for getting your product from the production line to your customer, but if it isn't labeled, tagged or stenciled it never gets out of the plant.

Efficiency-wise companies are rapidly discovering that the key to a really efficient shipping operation is a system for addressing. This system should be fast, inexpensive, require a minimum of labor, and be tailored to your particular order-processing and material handling procedure.

How to streamline your shipment addressing for speed and economy



Featuring: **System One**

now being used by leading companies in every industry for addressing labels, tags and cartons.

developed by
Weber Marking Systems
Division of Weber Industries Inc.,
Mount Prospect, Illinois

CONTAINS USEFUL INFORMATION

- How to determine the efficiency of your present shipment addressing operation
- The key to a modern, efficient shipping department
- The latest direct-to-carton stenciling systems
- Printing and addressing your shipping labels in one operation
- How to prepare your shipping stencils with your order-invoice or bill-of-lading forms

Available now . . .

Send for your free copy

Comprehensive booklet

In the 16-page booklet offered here you will find such a system. Thousands of companies who have already adopted them have cut their shipment addressing time by as much as 50% to 70%. Send for your free booklet. There is no obligation.

Weber Marking Systems
Div. of Weber
Addressing Machine
Co., Inc.,
Mount Prospect, Illinois
Sales and service in all
principal cities



WEBER MARKING SYSTEMS
Dept. 9-1
Mount Prospect, Ill.

Kindly send us a copy of
*How to streamline your
shipment addressing for
speed and economy.*

COMPANY _____
INDIVIDUAL _____
POSITION _____
ADDRESS _____
CITY _____ ZONE _____ STATE _____

(Circle number 155 for more information)

Western Union word-count rules. The experienced operator will use Western Union form WU-551 as her guide, learning its basic rules and principles. Editing is aided because Western Union transmits punctuation free. Punctuation must be distinguished from "signs." A quotation mark (") is transmitted free. If same mark is used to represent the word "minutes" it is chargeable as one character in the figure group which it accompanies. Here are our basic editing rules:

1. Use commas instead of connectives. Example: *Ship both the electrode and supplies* (six words) becomes *Ship electrode, supplies* (three words).

2. Eliminate unneeded reference words, such as: *Retel, Re-phone, Reurlet*. If you are responding to an inquiry, the originator is expecting your reply.

3. Change dates to figure groups. Example: *March 25th* (two words) becomes *3/25* or *Mar25* (one word).

4. Run letter and figure groups together and abbreviate. Western Union permits any combination of letters or figures, with an applicable count of one word per group of five. Examples: *Atchison, Topeka & Santa Fe, Car No. EL 42389* (nine words) becomes *ATSF Car EL-42389* (four words). *Part #AB 534* (three words) becomes *Part AB534* (two words).

5. Eliminate unnecessary spaces. Example: *R. L. Smith* (three words); *R.L. Smith* (two words).

6. Eliminate unneeded symbols. Example: *10,000#* (two words); *10,000* (one word). Your recipient knows your product and doesn't need the extra designation. The same principle applies to dollar signs.

7. Remove titles from signatures. If a man's title, name and initials appear in a telegram signature which includes his company name, his title is charged for.

8. Substitute key words for phrases. When telegraphing your own offices, or vendors or customers with whom you are closely connected, let one key word stand for the complete phrase. Example: *Bliss Steel and Manufacturing Company* becomes *Bliss*.

9. Eliminate courteous phrases. In telegraphing your own branch

points, words such as *please* add nothing to the sense of the message. It is also possible to construct telegrams to customers and vendors which are friendly without need for extra-cost phrases.

10. Eliminate obsolete words. In your incoming telegrams you still see use of the words *stop*, *quote*, *unquote* and similar chargeable substitutes for punctuation. These should be eliminated.

11. Add words for clarity. All the above suggestions concern saving money through simplifying and shortening telegrams. The primary editing goal is clarity. To the extent that clarity and conciseness require rearrangement of sentences, substitution of different words or adding words, we encourage our operator to take those steps. If she does not understand the message, she seeks assistance before dispatching it.

12. Code telegrams. As indicated (page 63) in the section concerning cables, there are commercial codes available which can be purchased or rented. Many companies have found it convenient to originate code words up to five letters in length which apply to specific company situations. These words do not have to make "sense" but may merely be any combination of five letters of the alphabet. Lincoln Electric utilizes such a telegraphic code, created particularly for the use of its offices and agents. The code includes all frequently used telegraphic phrases. Originators are not expected to be familiar with details of the code. The editing operator substitutes the code word or phrase for words in the telegram as written originally. All branch offices use the code when sending messages to the home office. Agents and foreign subsidiary companies are authorized to use the code also.

13. Analyze incoming messages from branches. The operator can often spot examples of wasteful telegrams originating in the company's own branches. By reporting her findings to her supervision, remedial steps can be taken.

14. Simplify filing of incoming messages. Western Union furnishes single-sheet rolls for telegraph printers without charge. To take advantage of this economy, Lincoln Electric makes no copies of incoming telegrams, delivering the orig-



Even their shepherd admits he can't figure out which is which. You'll be pleasantly surprised to find out that the *last* duplicated copy looks just like the first when you use *all-new* Colitho Direct Image Paper Plates and duplicating supplies.

The secret of this greater *uniformity* is that from plate to plate, box to box and shipment to shipment, Colitho Direct Image Paper Plates are *ph* Control-coated to closer tolerances than ever before. And Colitho Etch and Fountain Solution are specially formulated to bring out the exact same sparkling appearance from every plate.

Systems men and duplicator operators the country over are discovering this great new uniformity Colitho gives all their offset duplicating. For the name of your nearest Colitho supplier, write: Columbia Ribbon & Carbon Mfg. Co., Inc. Glen Cove, New York.

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*that look
alike*



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OFFSET
DUPLICATING
PLATES
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(Circle number 156 for more information)

Give your Secretary a lift with this new Cosco chair!



Model 25-S
Secretarial Posture Chair
\$42.50*
(\$46.50 in Zone 2)

Upholstery of chair pictured is Gros Point in dark green

COSCO "Office fashioned" Chairs

● She'll *feel* better and *work* better on this de luxe Cosco Chair! It's from our new "Director" Series . . . more generously proportioned, more luxuriously cushioned, styled in smart square tubing. Completely adjustable. Dual-contour molded foam rubber seat. Foam-cushioned backrest, upholstered front and back. Ask your Cosco dealer for a free demonstration in your office: then watch this new Cosco Chair improve your secretary's morale . . . and her output!

Find your COSCO Office Furniture dealer in yellow pages of phone book, or attach coupon to your letterhead.

HAMILTON MANUFACTURING CORPORATION, Dept. MM-97, Columbus, Ind.

I would like a free demonstration of the following COSCO Chairs:

<input type="checkbox"/> Model 25-S Secretarial Chair	<input type="checkbox"/> Model 28-TA Executive Chair
<input type="checkbox"/> Model 27-LA Conference Chair	

Please send full information on:

<input type="checkbox"/> COSCO Office Chairs with round tubing.	<input type="checkbox"/> COSCO Chairs, Settees, Sofas and Occasional Tables.
---	--

Firm.....

By.....

Address.....

(Please Print)

Also available in Canada, Alaska and Hawaii through authorized COSCO dealers.

*All prices shown are for Du Pont Fabrilite upholstery. Other fabrics slightly higher. Zone 2: Texas and 11 western states.

(Circle number 157 for more information)



Model 28-TA
Executive Posture Chair
\$59.50*
(\$63.50 in Zone 2)

Model 27-LA
Conference Chair
\$39.50*
(\$43.50 in Zone 2)



COSCO also offers comparable values in chairs, settees, sofas and occasional tables.

inals to destination. Result: no overhead expense for multi-copy marginal punched forms; no filing space or labor.

15. Analyze outgoing telegrams for content. An originator may telegraph your own branch office for information which could have been secured in one three-minute station-to-station telephone call. The cost of the original and answering telegram is usually in excess of the call. An alert operator can spot such situations: supervision can make corrections.

A company's home office will often receive telegrams which should have been addressed to a branch plant, warehouse or district office. The recipient may merely write "Forward to St. Louis" and expect the telegraph operator to see that the proper branch gets the message. When this is done, you are at the mercy of the originator's cost-consciousness. A wastefully written telegram will incur one more expensive routing charge paid by you, plus the cost of additional words you add to secure proper treatment at destination.

It is far better if your operator edits forwarded messages using the same criteria which are applicable to telegrams originating in your own office.

Here is an example of editing done on a forwarded message:

Telegram as received: *Enter our order and ship today five thousand pounds Fleetweld thirty-five electrode five thirty-seconds inch telegraph acknowledgment by western union.*

*Brown Welding and Manufacturing Company
John Smith*

That telegram took 22 words. Here's how it was revised and forwarded to our warehouse: *Brown Welding, Salina, John Smith wires: "Enter order, ship today 5000# fw-35, 5/32". telegraph acknowledgment.*

Lincoln Electric-Jones

That revision brought the message down to the 15-word straight wire maximum. Savings often will be greater if you substitute your own telegraph code word for a phrase such as *Enter order, ship today*.

Now, here are some special rules to follow:

"Attention": Always type the di-

recting phrase *Attention: Mr. R. F. Smith* just above the city and state of destination. If the phrase appears between the address and the text, it is chargeable. Otherwise it is transmitted free.

Extra delivery instructions: Telephone numbers, apartment numbers, building room numbers are all transmitted free if they appear prior to the name of the city and state. For delivery speed, use FAX or WUX symbols if your addressee is known to have automatic receiving equipment.

Signatures: In general, a company name and individual's name are transmitted free. If you also add a street or city address, you are charged for the extra words. Titles are chargeable if they accompany a man's name and company. Originating city is always shown in the telegram dateline. Western Union is expert at locating firms which are listed in a telephone directory.

Transmitting figures to Canada: Each Arabic numeral included in a Canadian telegram counts as a separate word. If you telegraph your Canadian offices or customers frequently, work out a simple telegraph code which substitutes letters for figures. Example: 12345—five words; ABCDE—one word.

Cables

Cable services and word-count rules are different than those applying to domestic telegrams, but they are uniform among all cable companies. Here are specific suggestions for cost reduction:*

1. Use full-rate service for all messages of 11 words or less. Be sure to count words in address and signature, which are chargeable. The routing indicator (*Via WU*) and country of destination are the only words transmitted free.

2. If your cable is over 11 words, determine whether next-morning delivery will be satisfactory. A knowledge of international time zones is helpful in advising cable originators on choice of service and delivery time. If so, type the symbol *LT* (cable letter) before the address. The cable letter minimum charge is based on 22 words, so

* Recommended reading for cable cost reduction: Western Union booklets "World Wide Cable Rates," "Examples of International Word Count," and "Helpful Hints for Users of Overseas Messages." For free copies of these three booklets, circle number 250 on the Reader Service Card.

Billy Gilbert's routine makes crowds roar with laughter



When Billy Gilbert twiddles his moustache and bulges his eyes, the audience howls in happy appreciation. The crowd's noisy laughter pays off in box-office "take." But in business offices, noise costs money. The jangle of phones, the clack of typewriters, the buzz of conversation—all hamper concentration. The result: an inefficient office.

For quiet, pleasant working conditions—and increased efficiency—cover office ceilings with Gold Bond Travacoustic tiles. You'll be amazed at the way they soak up disturbing sounds. Travacoustic tiles are exceptionally handsome, too—they're textured like travertine stone (and are just as fireproof). And because each tile has individual markings, offices take on a smart, pleasantly special kind of look. Travacoustic ceilings are easy to install, can be kept clean and fresh-looking by vacuuming. Of course, they can be painted to match any color scheme.

Free—Noise Reduction Kit. It's full of photos, case histories and lots of practical suggestions for reducing noise in offices, stores, factories or homes. Mail coupon now. No obligation.

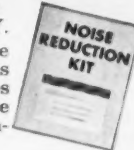


NATIONAL GYPSUM COMPANY

— SEND FOR FREE BOOKLET —

National Gypsum Company
Dept. MM-97, Buffalo 2, N. Y.
Please send me the free Noise Reduction Kit that contains many acoustical case histories and tells how I can improve my offices through sound conditioning.

Name _____
Company _____
Street _____ Zone _____
City _____ State _____



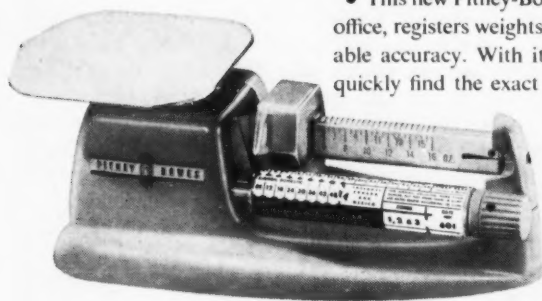
(Circle number 158 for more information)



One Silver Dollar may save many!

- Test your postal scale with a U. S. silver dollar—mint-weight 15/16 ounce. If your scale shows markedly less than an ounce, many of your letters probably arrive "Postage Due", an annoyance to the recipients. If the dollar weighs an even ounce or more, you are wasting postage, using 6c on 3c letters in many instances!

- This new Pitney-Bowes "4900" designed for the small office, registers weights from 1/2 oz. to 1 lb. with dependable accuracy. With its cylindrical computer, you can quickly find the exact postage needed for 1st-3rd class mail... save time, postage, good will!



- Five other PB models available, including a parcel post scale weighing up to 70 lbs. Ask the nearest PB office for a "Silver Dollar" test... or write for free illustrated booklet.



PITNEY-BOWES

Mailing Scales

4592 Walnut St., Stamford, Conn.

Made by the originator of the postage meter... offices in 103 cities in U. S. and Canada.

Free: Send for a handy desk or wall chart of Postal Rates, with parcel post map and zone finder.

(Circle number 159 for more information)

Twice as many records
in the same space
with America's first
space-saving filing system!

SPACE SAVING

Just 1 Visi-Shelf Filing Unit files the equivalent of 2 drawer files—in half the floor space!

TIME SAVING

Filing is faster and easier with Visi-Shelf's exclusive "Facile Guide Pull!"

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Visi-Shelf units file more at lowest cost!



FREE!

Send for
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today!

Visi-Shelf Filing Units are available from 7 to 10 openings High—With or Without Doors—Correspondence and Legal Sizes.



VISI-SHELF FILE INC. 225 BROADWAY
NEW YORK 7, N. Y.

(Circle number 160 for more information)

you may save editing time by using LT service. Words may be added for maximum clarity, too. The full-rate cable break-point is at 11 words. An 11-word full-rate cable and a 22-word cable letter cost exactly the same.

3. Use cable addresses. You may register a special code word which serves as your company name and address. The place of registration may be your local Western Union office, or the Central Bureau for Registered Addresses, New York. Letterheads frequently contain such a cable address.

4. Use cable address as signature, or eliminate signature. There is no need for a detailed signature on cables that you send to your own branches or to frequently-cabled customers.

5. Use coding. You may rent or purchase special cable codes, or design your own code. Any cable company can furnish details. But a coded telegram must be sent full-rate, as LT service does not apply.

6. Run multiple city words together. Example: *Welwyngarden-cityherts (England Via WU)*—one word in address, two in text or signature.

7. Use fastest routing. Your cable recipients will be glad to tell you their preferred cable service. The routing symbol for that company can be used on your outgoing cable messages.

Other tips

Western Union extends credit to any originator, charging the home telephone of the individual or mailing a bill to residence or business address. This liberal credit policy permits any traveling person to use the telegram without the formality of a specially issued credit card as required by telephone users. Persons traveling abroad can secure international credit cards from Western Union.

If your volume justifies private-wire service, Western Union may install FAX (facsimile) or WUX (teleprinter) equipment. Result: speedier transmission at no extra cost. Company can furnish details.

Western Union makes it easy for a person to send a collect telegram, so most companies are regular recipients of such messages. To separate legitimate collect messages from those which are unauthor-

ized, the trained telegraph operator will contact the addressee department before the message is actually delivered, making sure that permission is granted for accepting charges. The addressee has the right to read and retain a collect telegram even if the charges are refused.

Lumping costs

When a company believes that its telegraph and telephone messages are overly expensive, individual message costing may be done. Each department is then charged its share. But when you believe you have such expenses under reasonable control, you may conclude that it would be better to lump all telephone and telegraph charges in one account, trusting supervision and trained operators to keep those expenses in line. In our company, we believe in conserving time spent on unproductive recordkeeping. Taking expenses out of one account and putting them in another does not generate dollars of profit. Thus, our telephone, telegraph and duplicating charges are accumulated in separate accounts where we can total cost of those services.

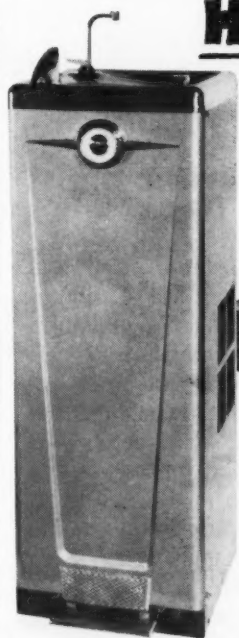
Detailed inspection of the telegraph and telephone bill may be unnecessary if this principle is accepted. If these bills can be checked in the spare time of the operators, a few errors may be discovered occasionally. In general, it would seem better to record exceptions as they are incurred, such as personal long distance calls and telegrams to be deducted through the payroll department. Individual companies may find it easier to instruct the operators involved to charge telephone calls and telegrams to the home telephone numbers of the individuals concerned. This has worked admirably within our own company, shifting the burden of personal-call recordkeeping to the utilities.

In comparing the cost of telegrams to the cost of long-distance calls, it is important to consider Western Union's "Volume Discount." If you send your outgoing message over a Western Union private wire, you will receive a 20¢ credit for each message over the 50-message minimum. m/m

Stop the 10 a.m. stampede!



Cut coffee break time in half with the new Westinghouse **HOT** and **COLD** Water Cooler



Pressure model illustrated.
Bottle and Compartment
models are also available.

Now right at the job your employees can enjoy a coffee-break—thanks to the new Westinghouse HOT-and-COLD. Not only does it serve refreshing cold water but plenty of piping hot water, too, for instant coffee, tea, soups. It makes the coffee-break possible without a costly "break" in working time . . . saves your company up to \$75.00 annually on every employee! Just plug it in, no plumbing necessary. Takes only 14 inches square of floor space. Handy Hot-and-Cold Drink File available for instant beverage packs and paper cups.

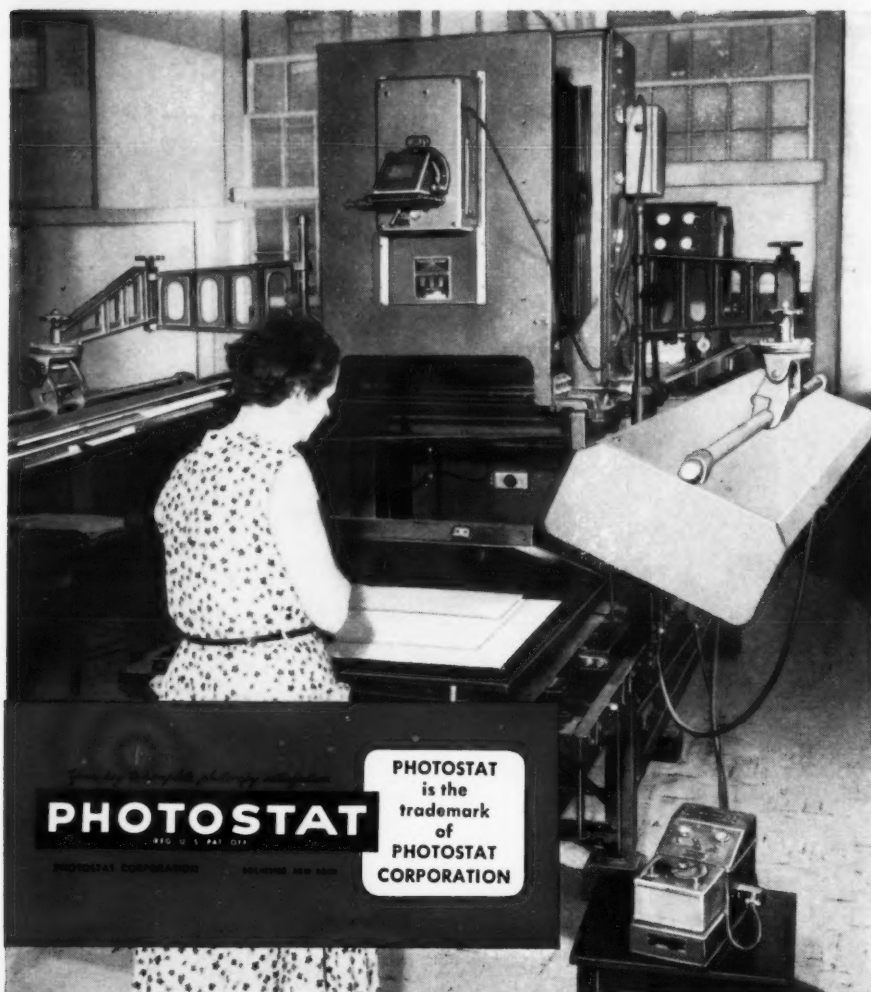
Westinghouse Electric Corporation, Department MM-9
Refrigeration Specialties Division
Springfield 2, Massachusetts

Gentlemen: Please send me complete information on how the new Westinghouse HOT-and-COLD cuts coffee-break time in half.

Name
Company
Address
City Zone State

YOU CAN BE SURE...IF IT'S Westinghouse

(Circle number 162 for more information)



Continuous Model of Photostat Photographic Copying Apparatus at Brown and Sharpe Manufacturing Company

PHOTOSTAT® Photographic Copying Apparatus solves major photocopying problem at famous tool manufacturing plant

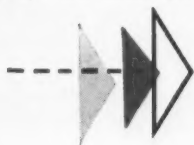
Brown and Sharpe Manufacturing Company, world-renowned manufacturers of precision tools and machinery, require frequent and numerous copies of many items written, drawn, typed and printed. To meet this major photocopying problem, they chose the Continuous Model Photostat Photographic Copying Apparatus designed to produce a constant flow of quickly made, economical photocopies.

Photocopying today plays an important part in business operating efficiency. To meet your specific re-

quirements, Photostat Corporation offers seventeen models of photographic photocopying equipment to choose from, all carrying the Photostat symbol of quality and performance.

In principal cities throughout the country and in Toronto, Canada, our trained sales-service representatives would be happy to advise you as to the model of Photostat Photographic Copying Apparatus that can best serve your copying needs.

Write us for the address of the one nearest you.



PHOTOSTAT CORPORATION

P. O. Box 1970-C • Rochester 3, New York

(Circle number 163 for more information)

What to do when an employee dies

Are you prepared to go beyond the perfunctory floral spray? A written plan will help you give the needed aid.

What—if anything—does your company do when an employee dies? While most firms have some informal pattern they follow in these circumstances, few have a written policy. Today, however, large numbers of employees participate in company retirement, pension or insurance programs. As a result, many companies, recognizing their responsibility to the surviving family, are developing procedures that go beyond the traditional and perfunctory floral spray. Here are some examples: *

■ The Atlantic City (N. J.) Electric Co. reports that it provides cars for the funeral and grants time off to any employees whose services as pallbearers are requested by the family. After the death, the deceased employee's superior visits the home to offer whatever services are needed, and to be certain that there are adequate funds for immediate needs. A second visit follows within two or three days, and at that time a check covering accrued vacation pay and other wages and benefits is delivered to the survivors.

■ The Kroger Co. of Cincinnati designates a member of the personnel department as company representative to the bereaved family. An immediate visit is made and every possible assistance is offered, including financial aid, advice on tax problems and insurance policies, regardless of whether or not the policies were

* The cases reported in this article were compiled by the Employee Relations Bulletin, a publication of Vision, Inc.



Everything is in the drawers—letter trays, phone, wastebasket, etc.

How to get a new outlook on work

**This ingenious desk eliminates top clutter
and drawer hodgepodge**

It's remarkable how a clear desk top and orderly desk drawer interiors can give office people a fresh, new outlook on work. That's exactly what a Shaw-Walker "Clutter-Proof" Desk does.

The rewards are great—better work, faster, easier—and *working space on desk top is nearly doubled.*

How's it done? Fully 75% of the things that drift around on tops of other desks have a specific place

inside this "Clutter-Proof" desk.

There are off-the-desk trays for incoming, outgoing and pending letters. Off-the-desk space for work-organizers, work-separators, deferred projects, tickler, binders, books, pads, forms, card lists. And—imagine this—there's even an in-drawer wastebasket and provision for in-drawer phone.

This Shaw-Walker "Clutter-Proof" Desk has an unparalleled record for work efficiency and space economy in offices of every size. See it at our local dealer or branch store or write for "Facts Folder" Shaw-Walker, Muskegon 64, Michigan.



SHAW-WALKER

Largest Exclusive Makers of Office Equipment
Muskegon 64, Mich. Representatives Everywhere

(Circle number 164 for more information)

2 NEW Rol-Dex UNITS

*for speed and efficiency
records roll to the clerk!*

Card tray carriages roll with the least effort possible. Speed of record handling is faster than with motor driven units . . . and costly maintenance and time consuming shutdowns (with "buried" unusable records) are eliminated.

*in one-half second,
with slight movement
of the trays, All records
are available!*



① The ROL-DEX Standard Modulator Unit ↑

35,000 tab cards instantly available

This unit forms a compact work center for the seated clerk. It is provided with rolling tray carriages and a rolling work shelf. The same unit can be furnished to house any of these sizes: 7 $\frac{3}{8}$ " x 3 $\frac{1}{4}$ "; 6" x 4"; 5" x 3" cards . . . or any combination of card sizes as long as the overall height does not exceed 9 $\frac{1}{2}$ ".

② The ROL-DEX, Jr.

(for 2,000 to 12,800 records)

Only slightly larger than a wheel file, yet has the advantages of much faster filing; greater capacity; a variety of card sizes in the same unit; availability for outside reference. No balancing of cards necessary with ROL-DEX, Jr. as trays roll to the clerk with no electrical devices.



*Send coupon for free literature giving more
information about these cost-saving units.*



WATSON MANUFACTURING COMPANY, Inc.

Rol-Dex Division, Dept. M2
Jamestown, New York

Please send Rol-Dex Bulletins R1 & 2.

Name _____

Company _____

Street _____

City _____ State _____

(Circle number 165 for more information)

held under the company's program. If the deceased was a management employee, a notice is sent to all other managerial personnel supplying them with pertinent information. A company representative generally attends the funeral. ■ The Ohio Fuel Gas Co. of Columbus has a policy of help and cooperation which includes, in addition to the more usual aid, a final paycheck to the wife or husband of the deceased for a full two-week pay period.

■ The Universal Engineering Co. of Frankenmuth, Mich., goes a few steps further. In addition to flowers, help with funeral arrangements and legal aid, this firm offers whatever special assistance is required by the particular family. For example, the widow, or another member of the deceased's family, may be hired by the company if circumstances warrant such a move. In one case an employee was in the process of moving into a new home when he died; the company finished the moving job and provided landscaping.

Firms have written policies

A few concerns have come to the point of formalizing their procedures on the death of an employee by including a statement of practices in their policy manual. These written policies detail steps to be taken regarding the granting of legal aid, assistance with tax, insurance, financial problems and funeral arrangements.

Crown Zellerbach of San Francisco, for example, includes this sentence in its manual: "Upon the death of a salaried employee, his beneficiary or estate will receive (with the approval of the division manager) a voluntary contribution equal to one month's salary."

One major advantage of a written policy is that it specifically designates the department or individual empowered to act. Whatever the policy, a written statement clarifies and fixes it, so that whenever a death does occur, no time is wasted in indecision.

Gloomy as the subject is, more and more companies are beginning to recognize the fact that in return for an employee's faithful service, they owe a debt of respect, and a debt of service. m/m

"Over my dead body — it's our last copy!"



VERIFAX COPYING KEEPS YOUR FILES INTACT—LETS EVERYONE HAVE COPIES, TOO

There's no such thing as being down to your last carbon. Or having to retype for extra copies—*not when you have a Verifax Copier!*

In one minute your secretary can whisk out 5 completely accurate copies of anything in your files—any-

Price quoted subject to change without notice.

thing that crosses your desk. Cost: just 2½¢ per copy. Think how this will speed communications inside your office and out. And wait till you see how Kodak Verifax copying lets you answer half your mail without dictation and typing . . . does away with "I quote the customer" memos to Tom, Dick and Harry. These short cuts—and 101 others—are described in Don Herold's new booklet.

Free . . . new Don Herold booklet. Famous cartoonist-humorist offers a painless treatise in latest office techniques—describes the 101 short cuts Verifax copying has brought to thousands of offices. How to answer mail without dictation and typing. How to do "all-day" retyping jobs in 20 minutes. How to make an offset master in 1 minute. Just mail coupon. Or phone nearest Verifax dealer listed in "yellow pages" under "Photocopying Machines."

Verifax Copying

DOES MORE . . . COSTS LESS . . . MISSES NOTHING

MAIL COUPON TODAY

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Gentlemen: Please send free copy of Don Herold's new booklet "How I Learned the Verifax of Life."

197-9

Name _____ Position _____

Company _____

Street _____

City _____ State _____

(Circle number 166 for more information)



ONLY \$148 . . . new Kodak Verifax Signet Copier makes 5 copies in 1 minute for 2½¢ each . . . gives you dry, ready-to-use copies, as accurate and long lasting as the original. It's a *completely different copier!*



Kodak
TRADE MARK

time

you don't have to **DO** it
to **KNOW** it's important!



for complete details on modern

TIME | **KEEPING**
SAVING **EQUIPMENT**
RECORDING

write
Stromberg **TIME**
Thomaston, Connecticut CORPORATION

(Circle number 167 for more information)

Commemorative jewelry pieces for outstanding events

We are specialists in designing and manufacturing commemorative jewelry for anniversaries... new plant openings... and countless other events... at surprisingly low cost.

Your inquiries are welcome and they will receive our prompt attention.

IRONS & RUSSELL COMPANY
INDUSTRIAL DIVISION
Cable Manufacturers Since 1861
28 Chestnut Street, Providence 2, R.I.

(Circle number 168 for more information)

consensus

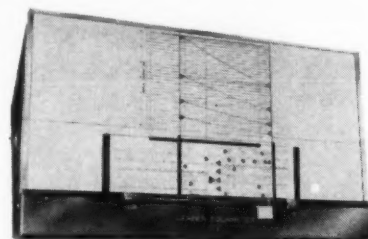
ELECTRONIC BRIEFS
WORTH REPEATING



Computes equation curves

A new manually operated computing device which performs harmonic analysis and curve fittings on plotted or recorded curves has been developed by The Gerber Scientific Instrument Co., Hartford, Conn.

It is capable of analyzing in terms of Fourier series, Power



series or Orthogonal Polynomials, as well as to be able to produce the derivative or integral equations of a given curve. The equations are obtained directly from readings taken from the device—known as the Equameter—and recorded on specially designed data sheets.

The manufacturer states that any of these equations can be obtained quickly and easily from the Equameter by an individual with little or no mathematical background.

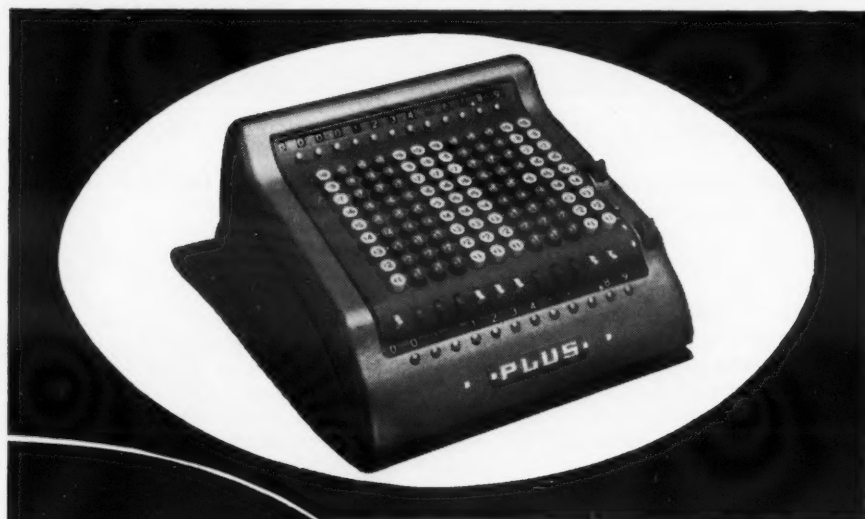


Marketing data center

Towson, Md., a suburb of Baltimore, is the site of a soon-to-be-built marketing data-processing center which will serve Esso Standard Oil Co.'s sales divisions in 18 eastern and southern states.

The company's 10 sales division headquarters will send marketing data to the new center by leased telephone wires, where it will be compiled and evaluated by IBM equipment and reported to the sales division offices over the leased wires.

Information will be stored on reels of magnetic tape which



PLUS

- RAPID ADDERS
- HAND OPERATED CALCULATORS
- SIMPLEX ELECTRIC CALCULATORS
- DUPLEX ELECTRIC CALCULATORS

Duplex Electric Model 912 ED/a (Illustrated) features extra 'Memory' register, Automatic Accumulation, Subtraction and 'Full Cent' but represents no greater investment than other ordinary single register machines.

Unrivalled for payroll, billing, sales analysis and statistical work.

Control Systems, Inc.

PLUS COMPUTING MACHINES DIVISION

5 Beekman Street, New York 38, N. Y.

Telephone: REctor 2-0045

(Circle number 169 for more information)

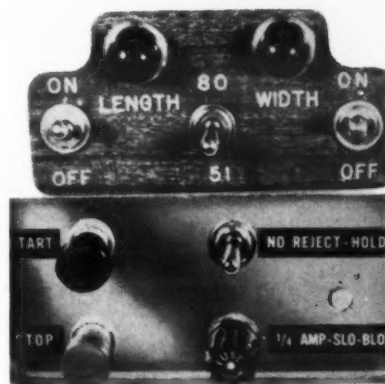
hold up to 5 million characters each. Summaries, reports and solutions to problems will be typed out on electronic printers at a minimum rate of 150 lines per minute.

The new center is expected to improve the firm's customer accounting service and to permit Esso to keep pace with expected growth and expansion in the marketing of petroleum products. While the center is under construction, a staff of 72 people will be trained in Baltimore and various kinds of basic market data will be transferred to magnetic tape.

Unit checks three dimensions

A new model of the Carditioner has been placed on the market by Cummins-Chicago Corp. In addition to sensing the thickness of punch cards and rejecting those that are oversize, this new model now senses both the width and the length of the punch cards.

Cards that are deficient in width or length by less than $\frac{1}{32}$ of an inch are detected and rejected, as are those cards bearing a small notch or tear along an edge or carrying a minute slice from a letter opener.



Switches are provided to make it possible to turn on or off, as desired, either the width- or the length-detecting mechanism, or both. Another switch sets the length-sensing mechanism for either 80 or 51 column cards. Two neon panel lamps signal when cards are being rejected and indicate the reason.

For further information, circle number 259 on the Reader Service Card.

Computer bibliography free

A new bibliography of computer literature, believed to be the first of its kind in the industry, has been published by Remington Rand. It has been prepared with emphasis on scientific and engineering uses of computers.

For a free copy of this bibliography, circle number 258 on the Reader Service Card.

10-speed tape introduced

The ElectroData division of Burroughs Corp. chose last month's Wescon show in San Francisco as the time and place to introduce to industry its new 10-speed magnetic tape transport for electronic data processing systems.

The unit is capable of selecting, by remote or local control, any one of 10 closely regulated



will pay big dividends!

Anyone who sits all day just naturally keeps in better humor and gets more done when comfortably seated on a pressure-free Cramer secretarial chair . . . available in many styles and colorings to suit your decorating scheme. Only Cramer chairs give you ALL of these five important features:

DEEP, GENUINE MOLDED FOAM LATEX SEAT CUSHIONS and shaped molded foam latex backrest cushions . . .

NO-SWAY NON-REVOLVING SPINDLE, with permanent self-sealed bearings, supports swivel seat . . .

DESK-GUARD BUMPERS ALL AROUND . . .

THREE FINGER-TIP ADJUSTMENTS to conform to any individual build . . .

REMOVABLE UPHOLSTERY COVERS, easy to remove, re-order and replace.

MODEL A-22-0

Cramer Posture Chair Co., Inc.
Kansas City 6, Missouri
Dept. MM47, 1205 Charlotte



ASK YOUR
Cramer DEALER!

(Circle number 170 for more information)

Home Study Course In Programming Business Computers

A home study course, the first and only one of its type, is being offered by Business Electronics Inc. Designed for people without technical training or experience, it is based on a similar course members of the firm developed and are teaching at a large University.

Students are taught to develop and program electronic systems for business problems such as Payroll, Accounts Receivable, Inventory Control, etc. for a theoretical electronic computer called BEC.

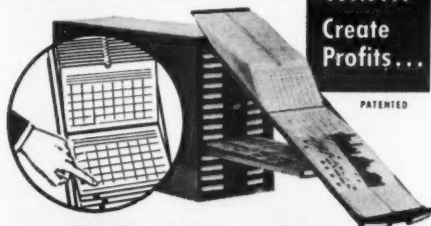
BEC was designed for instructional purposes and includes the best elements of commercially available computers. The knowledge the student gains from BEC can be applied to any computer. "Programming for Business Computers" provides an opportunity for the student to study at home at his own convenience for only a few cents a day.

Free brochures describing the course are available upon request from Business Electronics Inc., Educational Division, 420 Market Street, San Francisco 11, California.

(Circle number 171 for more information)

INVENTORY CONTROL

**Signalled facts
STAY FACTS
with SIG-NA-LOK®**
No undesired slipping of signals.



**with SIG-NA-LOK®
SIMPLIFIED INVENTORY CONTROL**

Sig-Na-Lok visible control puts your inventory at your fingertips. Every fact needed for effective control is signalled and the signals are locked until the facts change. In one complete record, you'll always know exactly what's on hand and when to reorder. Take the guesswork out of inventory — switch to Sig-Na-Lok and you'll

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- Increase turnover
- Decrease costs — increase profits

Creator of Effective Tools for Effective Management

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Please send Free Booklet on
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Company.....
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City..... State.....

(Circle number 172 for more information)

tape speeds ranging from 1.5 to 90 inches per second. Start-stop time is 6 milliseconds. The tape reeling system is vacuum con-



trolled, and operates independently of the tape drive system. The new model features exact end-of-tape sensing, which is accomplished by passing the tape over two manifolds which detect the arrival of perforated leaders and trailers on the tape.



Converts to voltage changes

Minute differences in established dimensions are converted to voltage changes and amplified for meter scale reading by the Versachek, a new type of electronic gage made by the Instrument Gage division of Taft-Peirce Manufacturing Co.

A basic unit consists of an electronic amplifier and a pick-up head. Gaging is accomplished by setting the gage head to a specific dimension by means of gage blocks and comparing actual product dimensions, reading variances from the master on the meter scale.

For further information circle No. 248 on the Reader Service Card.



High-speed tape-minder

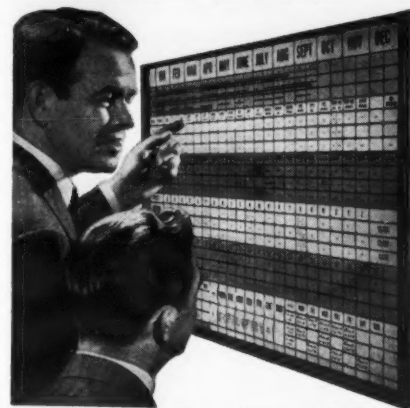
A new unit designed specifically to handle the teletype BRPE high speed punch has been introduced by Cycle Equipment Co.

At its core, the new Universal model 100-H will handle a minimum of 72 characters per second. Power driven and static free, the model features delayed action winding, said to produce uniform tension and winding.

In addition to this model, the company has also recently developed a high-speed model of its standard tape-minder, known as the Standard 200-H.

For further information circle No. 247 on the Reader Service Card.

How To Get Things Done Faster and Better



BROADCASTER VISUAL CONTROL

- ☆ Gives Graphic Picture—Saves Time, Saves Money, Prevents Errors
- ☆ Simple to operate—Type or Write on Cards, Snap in Grooves
- ☆ Ideal for Production, Traffic, Inventory, Scheduling, Sales, Etc.
- ☆ Made of Metal, Compact and Attractive. Over 150,000 in Use

Full price \$49⁵⁰ with cards

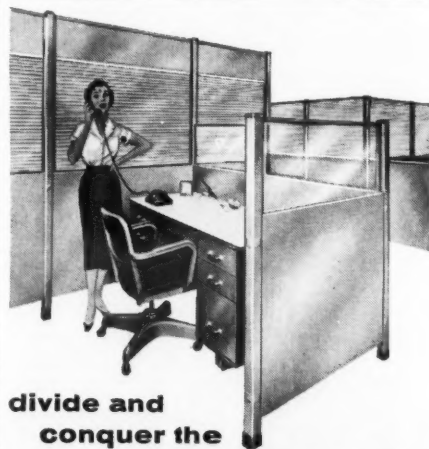
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24-PAGE BOOKLET NO. M-400
Without Obligation

Write for Your Copy Today

GRAPHIC SYSTEMS

55 West 42nd Street • New York 36, N. Y.
(Circle number 173 for more information)



divide and
conquer the
small space problem

with **Partitioner**
FREE STANDING STEEL
OFFICE PARTITIONS

Divide your present space with PARTITIONER and your personnel can reach peak productivity in the privacy of individual working areas. PARTITIONER impresses clients, builds company morale.

Modern decor colors, low cost, flexible . . . rearrange any time, take them when you move. Our space engineers will gladly help you plan an efficient layout with PARTITIONER.

Write today for complete literature!

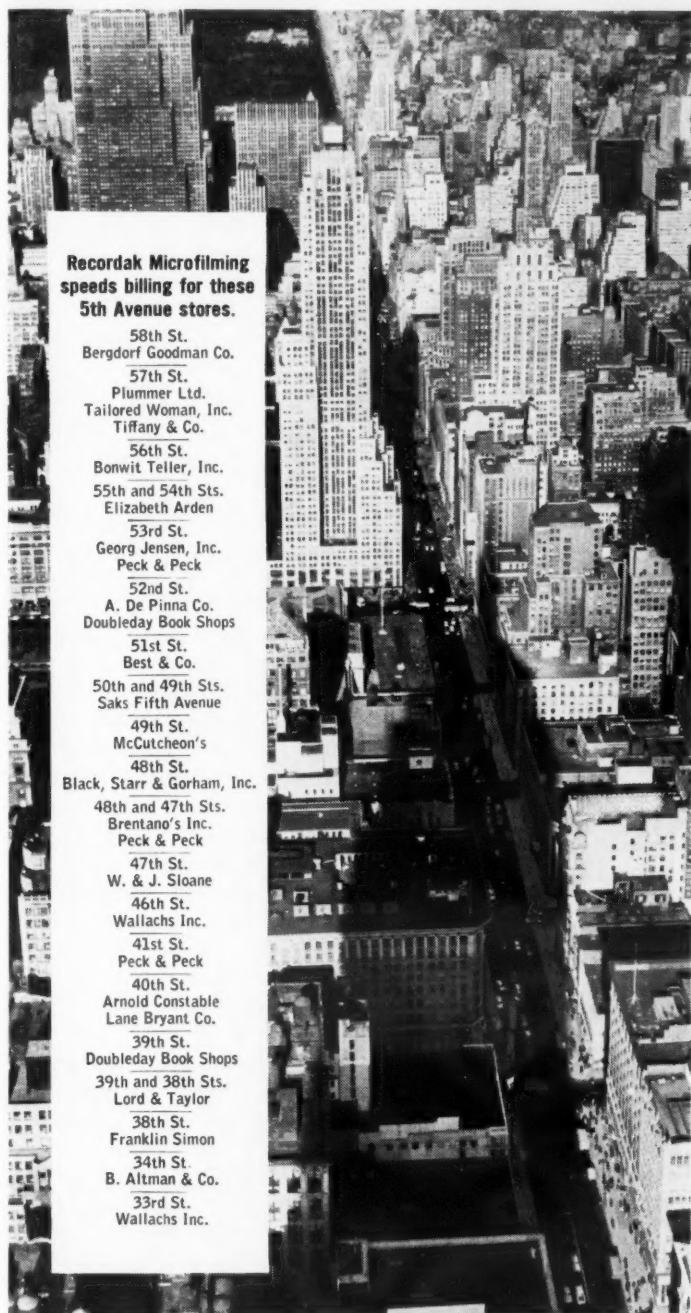
MARNAY SALES DIVISION
ROCKAWAY METAL PRODUCTS CORP.
1270 Broadway, New York 1, N. Y.

(Circle number 174 for more information)

MANAGEMENT METHODS

Short cuts with Recordak Microfilming

Latest report on how this low-cost photographic process is simplifying routines for more than 100 different types of business . . . thousands of concerns



Recordak Microfilming speeds billing for these 5th Avenue stores.

58th St.
Bergdorf Goodman Co.
57th St.
Plummer Ltd.
Tailored Woman, Inc.
Tiffany & Co.
56th St.
Bonwit Teller, Inc.
55th and 54th Sts.
Elizabeth Arden
53rd St.
Georg Jensen, Inc.
Peck & Peck
52nd St.
A. De Pinna Co.
Doubleday Book Shops
51st St.
Best & Co.
50th and 49th Sts.
Saks Fifth Avenue
49th St.
McCutcheon's
48th St.
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48th and 47th Sts.
Brentano's Inc.
Peck & Peck
47th St.
W. & J. Sloane
46th St.
Wallachs Inc.
41st St.
Peck & Peck
40th St.
Arnold Constable
Lane Bryant Co.
39th St.
Doubleday Book Shops
39th and 38th Sts.
Lord & Taylor
38th St.
Franklin Simon
34th St.
B. Altman & Co.
33rd St.
Wallachs Inc.

HOW FAMOUS 5th AVENUE STORES CUT BILLING COSTS, INCREASE GOOD WILL

New York, N. Y.

Take a stroll down 5th Avenue. Drop into any of the renowned stores and shops. Chances are they're using Recordak Microfilming to bill charge-account customers.

Reason for this—

Microfilming the customers' saleschecks—and sending them out with the bills—eliminates a description of each purchase and a listing of each price. Only the sales check totals and credits go on the bill. This cuts posting operations as much as 85%. Complete film record of all accounts can be filed at fingertips—ready for immediate review in Recordak Film Reader.

Customers, on the other hand, find it much easier to recall charges with the original sales checks in hand. Questions about bills are reduced by as much as 80%.

It's much the same story off 5th Avenue—a few doors away you'll find Abercrombie & Fitch, Brooks Bros., Stern Bros., Liberty Music Shops . . . and so it goes. Not only in New York but Anywhere, U.S.A. For it pays retailers with as few as 2500 charge accounts to use Recordak Photographic Billing.

Free booklet "Short Cuts that Save Millions," shows how you can save with Recordak Microfilming regardless of your type of business.

"Recordak" is a trademark

RECORDAK

(Subsidiary of Eastman Kodak Company)

**originator of modern microfilming—
and its application to business routines**



New Recordak Reliant Microfilmer gives you up to 80 pictures for 1¢



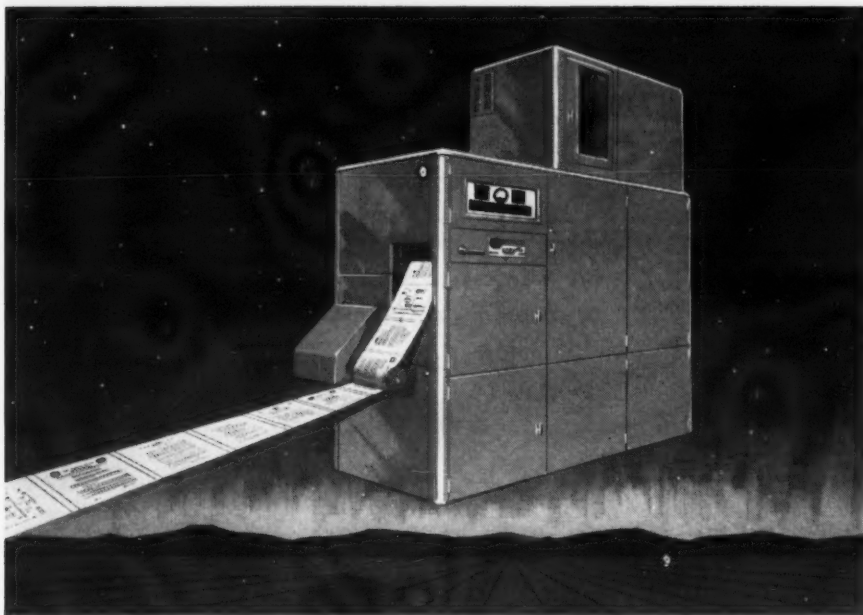
MAIL COUPON TODAY

RECORDAK CORPORATION
415 Madison Avenue, New York 17, N. Y.

Gentlemen: Please send free copy of "Short Cuts that Save Millions." G-9

Name _____
Position _____
Company _____
Street _____
City _____ State _____

(Circle number 175 for more information)



thanks to **XEROGRAPHY...**

A NEW DIMENSION: continuous, high-speed copying **fast... clean... versatile... economical**

Thousands of modern organizations are capitalizing today on the unique features of xerography—the fast, dry, electrostatic copying process.

Not the least of xerography's attributes is its ever expanding versatility which has now evolved a dramatic new dimension—the continuous copying of documents either from the original or from roll microfilm.

The Copyflo® Continuous Printer will turn out beautifully clear, right-reading prints as sharp as the original on a continuous roll of plain, un-

sitized paper at the rate of 20 feet per minute.

The opaque-head model of the Copyflo Printer will accept original documents as wide as 24 inches and of any length, and will enlarge or reduce 46% to 200% to a maximum width of 11 inches, any length.

Microfilm models will enlarge from either positive or negative roll film, 16mm or 35mm, to a maximum print width of 11 inches.

A third model combines features of the microfilm and opaque head units.

Here are but a few uses of the new Copyflo Continuous Printer...

- **Insurance Companies:** policy applications, medical forms, history record cards.
- **Industrial Companies:** engineering drawings, letters, parts and inventory lists, security records, contracts, specifications.
- **Title Companies:** titles, abstracts, etc.
- **Transportation Companies:** waybills, correction statements, statements of difference, tracers, claims, ICC copies, government regulations.
- **Banks:** checks, statements, facsimile signatures, reports.
- **Commercial Reproduction Companies:** A new, low-cost reproduction service of many applications.

It will pay you to investigate the many advantages of this new continuous printer. Write for descriptive folder.

THE HALOID COMPANY
57-57X Haloid St., Rochester 3, N. Y.
Branch offices in principal U. S. cities and Toronto

HALOID **XEROX®**

(Circle number 176 for more information)

How to attract business

(Continued from page 36)

souri," a periodic publication issued by the industrial section of the Missouri Division of Resources and Development. Here the business executive can find a listing of every unused industrial structure in the state, its total floor space, type of construction, former use, whether available on lease or sale, availability of railroad siding and the name and address of the person to contact.

■ Booklets such as those issued by Gardner, Mass., which note the availability of a specific plant, promote its facilities and suggest uses to which it might be put.

■ Addresses, such as that delivered by Donald H. Jensen, public relations director of Square D Co., to the 12th annual convention of State Planning and Development Agencies.

Mr. Jensen warned that communities must use their imaginations if they want to attract new corporate payrolls. Calling for "bold, new concepts of planning," he suggested the establishment of such projects as industrial annexes to university campuses where industry could set up engineering and administration facilities, industrial parks along state turnpike systems and industrial service hubs to help cities hold and attract industry.

"States which are successful in fulfilling the needs and aspirations of progressive industries will be gaining more than payrolls," he said. "They will be moving closer to solutions of many social and economic problems, including those in education, turnpike and road financing and urban redevelopment."

■ Special newspaper issues, like that published by the Peoria (Ill.) *Journal Star* last May. Subtitled "Mid-America on the March," the edition ran to four sections, totaling 96 pages.

Like similar special issues published by local newspapers at various times all through the country, "Mid-America on the March" devoted page after page to a presentation of data about the area normally covered by the paper. Supported by advertising placed by local business firms, the issue re-

vealed basic industrial facility information about Peoria and surrounding communities, playing up particularly the availability of 10,000 acres of potential industrial sites and the existence of more than 100 miles of inland waterway frontage in the area.

Whereas the normal daily circulation of the *Journal Star* is 101,500, more than 115,000 copies of the special issue were printed, of which over 108,000 were bought and paid for. The newspaper's executives made available to the Peoria Association of Commerce, without charge, about 7,000 copies.

Coupons that ran in regular editions each day for three to four weeks in advance of the special issue resulted in the additional 7,000, the difference between the *Journal Star's* regular circulation and the paid figure for "Mid-America on the March."

A number of local firms, such as Caterpillar Tractor Co., which took 500 copies for promotional distribution, ordered bulk copies to help swell the total circulation.

Merchandising your efforts

These are all manifestations of what American communities are doing to attract business and industry. But it is perhaps in Georgia's 50-50 Plan that the most mature and fully developed extension of this kind of program to date can be seen.

For, in addition to the magazine and newspaper advertising space that has been placed through the cooperative efforts of the state and of such firms and associations as Delta Air Lines, the state's gas companies, Southern Bell Telephone and Telegraph Co., the 117 local Chambers of Commerce located throughout the state, the Georgia Bankers Association and others, a widespread supporting merchandising campaign has been carried out. Some facets:

1. Reprints of each ad are furnished to those organizations that have industrial development departments; in turn, these firms and groups mail the reprints to their own list of prospects.

2. Additional reprints go out to executive groups operating in the state—such as the Atlanta Sales Executive Club—together with a printed note explaining the pro-



For eye-appealing mimeographed messages use brighter Hammermill Mimeo-Bond —now made with hardwood's finer fibers

Sales letters, news releases, whatever you mimeograph, will get better attention when they're bright, clean, easy to read.

You can make your mimeographed messages more inviting—clear, sharp, easy to read—by putting them on improved Hammermill Mimeo-Bond. Made especially for stencil duplicating work, it's bright, clean, opaque—to give your messages more contrast, more eye appeal. And Hammermill Mimeo-Bond's finer, firmer surface resists linting, even at high running speeds. You get up to 2000 readable copies from a single stencil.

The improved Hammermill Mimeo-Bond now contains Neutracer®—the exclusive Hammermill pulp that brings to fine papers the special qualities nature grows in northern hardwoods. You get better-looking copies because Neutracer

combines with other fine papermaking pulps to give Hammermill Mimeo-Bond a smoother, more uniform surface, a clearer, more attractive sheet formation.

Colorful printed headings add appeal to your messages. Here, too, Hammermill Mimeo-Bond is a star performer—takes beautiful printing, letterpress or offset.

And the improved Hammermill Mimeo-Bond still has its unique "air-cushion" surface to minimize set-off, that messy, distracting transfer of ink from one sheet to the back of the next.

FOR SHORTER RUNS, use improved, Neutracer-content Hammermill Duplicator. Provides outstandingly brilliant short run copies—gives up to 200 readable copies from a single master. Made especially for spirit or Azograph equipment. Hammermill Paper Company, Erie, Pennsylvania.

**HAMMERMILL
DUPLICATING PAPERS**

**FOR BETTER COPIES FROM
OFFICE DUPLICATORS**

(Circle number 177 for more information)

LAMSON AIRTUBE SYSTEMS

**SAVE Men...
Minutes...
Materials...
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gram and requesting them to forward ad copies to good prospects. 3. A brochure is being produced which will contain a reproduction of every advertisement so far run in the campaign. It will be sent, together with a personal message from the governor, to a wide list of prospects and to officials of those organizations which have cooperated in the plan.

4. Delta Air Lines, a participant in the plan, has mounted copies of the

Tucker Wayne & Co. has consented to provide readers of **MANAGEMENT METHODS** with details of how the Georgia 50-50 plan is set up and operates. For further information write directly to Mr. T. P. Wright, vice president of the agency, at 1175 Peachtree St., Atlanta 9, Ga.

For a free copy of "Minnesota Welcomes New Industry," circle No. 253 on the Reader Service Card.

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ads in which they cooperated, and has put them on display in 50 of their ticket offices in the North.

5. Three color films have been produced for the office of the state's Secretary of Commerce, promoting Georgia's many tourist attractions. The films have been distributed to television stations in the North for use as fill-in program material.

Georgia state officials are reported as being "elated" over the success of the 50-50 Plan. The governor has made it known that the state will continue to match, dollar for dollar, all industry contributions to the campaign.

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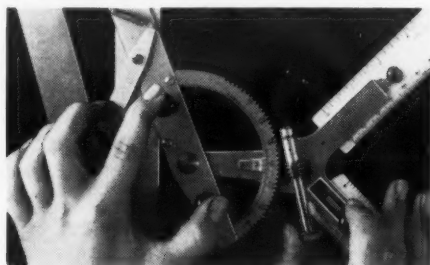
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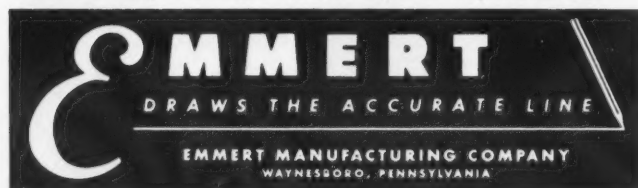
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When to BUY or RENT office equipment

OFFICE EQUIPMENT: BUY OR RENT, by Robert N. Anthony and Samuel Schwartz. Management Analysis Center, Inc., Box 55, Bradford, Mass. 1957. 88 pp. \$15.00.

EDITOR'S NOTE: To buy or not to buy—that is the question that faces the administrator who needs new office equipment ranging from a typewriter to a computer. In the case of a typewriter, few firms consider the possible advantages of renting instead of buying. Yet, considering the number of typewriters and other similarly priced equipment used in your firm's offices, a wrong decision in the buy or rent equation may add a significant number of dollars to your costs—and subtract them from your profit. And when the machines in question are expensive accounting machines, punched card equipment or other such major office tools, the dollar difference between a buy or rent decision may have an even stronger bearing on your profit.

Authors Anthony and Schwartz have come up with an answer to this problem. They have devised an accurate means for determining when to buy and when to rent office equipment. Together with a detailed method for reaching the right decision, their recently published book offers a short cut approach. Following is a condensed version of this short cut approach, taken from their book, *Office Equipment: Buy or Rent*. For a thorough understanding of the short cut method, business executives should familiarize themselves with what the authors have to say about required earnings rate and future useful life of equipment. This edited excerpt will give you an idea of the valuable offering the book itself contains.

There is a short cut method for determining whether you should buy or rent office equipment. The method can be used by most corporations or tax-exempt institutions, provided they can accept one of three sets of basic assumptions covering various cost factors.

You can complete the analysis with the use of only two estimates: the required rate of return, and the estimated useful life of the equipment. A single calculation will suffice to indicate whether you should purchase or rent the equipment.

This short cut method of analysis is based on the

Equipment used in the office is becoming more elaborate and more expensive. Because of the expenses involved, the decision to buy or rent equipment becomes ever more significant. Here's a short cut formula you can use to save dollars you might otherwise waste.

concept of discounting future streams of money to obtain their present value. The principal factors affecting the result are the purchase price of the equipment, the alternative amounts of rental payments and the duration of these payments. Additional cost factors also bear on the actual amount of funds involved in any year, however, and it is for these other factors that we make the following sets of common assumptions:

Set 1—ordinary case, with salvage value

1. The future income tax rate will be 50%.
2. The full purchase price will be depreciated for tax purposes over the equipment's estimated useful life.
3. The straight-line method will be used in these depreciation calculations.
4. The equipment will have a salvage value at the end of its useful life of 15% of the original purchase price plus excise tax, and this value will be subject to capital gains tax of 25%.
5. Additional costs for insurance, property taxes, and other minor items, which might be incurred only if the equipment is owned, are disregarded.

Set 2—ordinary case, without salvage value

In this case the assumptions are the same as above except this:

The equipment will have no salvage value at the end of its useful life.

Set 3—for tax-exempt organizations

1. No income taxes are paid by the user of the equipment.
2. The equipment will have a salvage value at the end of its useful life of 15% of the original purchase price.
3. Additional costs for insurance, property taxes, and other minor items, which might be incurred only if the equipment is owned, are disregarded.

The assumptions given in Sets 1 and 2 were prepared primarily for corporations. Set 3 was prepared for governmental, educational and other tax-exempt institutions. For each set, a corresponding table has been calculated (*Tables 1, 2 and 3, page 81*). Depending on which set of assumptions above applies

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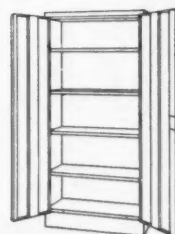


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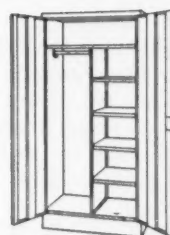
1 handle does the work of 2



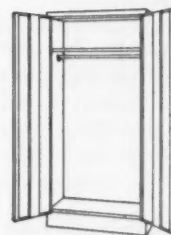
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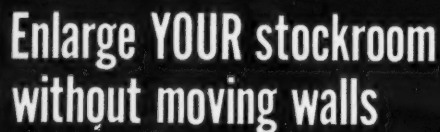
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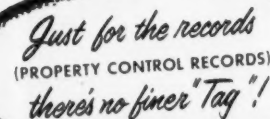


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What should you do if you disagree with only one of the common assumptions? In many cases, you can still take advantage of its time-saving features if you are willing to accept a small degree of error in the short cut result.*

[illegible]

Column E contains the monthly rental figure for the

^aDetails on the degree of error and whether it will be a plus or minus error under varying circumstances are given in full in *Office Equipment: Buy or Rent?*

equipment. Many analysts will use the current rental rates plus the federal excise tax, if applicable. But if you have a different estimate of future rentals (e.g., higher because of expected inflation), then you should enter your own estimate in this column.

Column F is used for the annual rental calculated on the basis of the monthly rental figure in Column E.

In Column G you list the amount estimated for annual maintenance and service of owned machines if such work is provided gratis by the manufacturer on rented machines.

The basis for this entry for IBM machines, for example, probably will be the average annual contract rates as quoted by IBM and available from its service representatives; the average is determined by the estimated useful life of the machine—the Column J figure.

The net annual rental, in Column H, is the difference between the annual rental and the annual maintenance cost, and thus represents the costs avoided because of ownership.

The Calculating Factor, Column I is computed by dividing the net investment by annual rental. Together with the estimated useful life, in Column J, this factor permits the immediate determination of the rate of return you can expect if you buy the equipment. This determination is made by use of whichever table (Tables 1, 2, or 3, below) accords with the set

Estimated Useful Life (in years)	Earnings Rate									
	8%	10%	12%	14%	15%	18%	20%	25%	30%	40%
1	1.10	1.07	1.04	1.00	.99	.95	.93	.87	.82	.74
2	2.01	1.91	1.82	1.74	1.70	1.60	1.54	1.40	1.30	1.13
3	2.76	2.58	2.43	2.29	2.23	2.06	1.96	1.75	1.59	1.34
4	3.40	3.13	2.91	2.71	2.63	2.39	2.26	1.99	1.78	1.47
5	3.93	3.58	3.29	3.04	2.93	2.64	2.48	2.15	1.90	1.54
6	4.39	3.96	3.61	3.30	3.18	2.83	2.64	2.26	1.98	1.58
7	4.78	4.27	3.85	3.51	3.35	2.97	2.76	2.38	2.02	1.60
8	5.12	4.53	4.06	3.67	3.51	3.08	2.85	2.39	2.06	1.61
9	5.41	4.75	4.23	3.80	3.62	3.16	2.91	2.42	2.08	1.62
10	5.67	4.93	4.37	3.91	3.71	3.22	2.96	2.45	2.09	1.62

Table 1. Use this table for calculating your buy or rent decision if you accept the assumptions set forth in Set 1.

Estimated Useful Life (in years)	Earnings Rate									
	8%	10%	12%	14%	15%	18%	20%	25%	30%	40%
1	.89	.87	.85	.83	.82	.80	.78	.74	.71	.65
2	1.67	1.60	1.54	1.49	1.46	1.39	1.35	1.25	1.17	1.04
3	2.34	2.22	2.11	2.01	1.97	1.84	1.77	1.61	1.47	1.27
4	2.93	2.74	2.58	2.43	2.37	2.19	2.08	1.86	1.68	1.41
5	3.44	3.19	2.97	2.78	2.69	2.46	2.32	2.04	1.82	1.50
6	3.89	3.57	3.30	3.06	2.95	2.67	2.50	2.17	1.92	1.55
7	4.30	3.90	3.57	3.28	3.16	2.83	2.64	2.27	1.98	1.58
8	4.64	4.18	3.80	3.47	3.30	2.96	2.75	2.33	2.02	1.60
9	4.96	4.43	3.99	3.63	3.46	3.05	2.83	2.38	2.05	1.61
10	5.24	4.63	4.15	3.75	3.58	3.13	2.89	2.41	2.07	1.61

Table 2. Use this table for calculating your buy or rent decision if you accept the assumptions set forth in Set 2.

Estimated Useful Life (in years)	Earnings Rate									
	8%	10%	12%	14%	15%	18%	20%	25%	30%	40%
1	1.11	1.10	1.09	1.07	1.07	1.05	1.04	1.01	.94	.91
2	2.12	2.07	2.02	1.98	1.96	1.90	1.86	1.77	1.65	1.53
3	3.03	2.93	2.83	2.74	2.70	2.58	2.51	2.35	2.18	1.97
4	3.86	3.69	3.54	3.40	3.33	3.15	3.04	2.79	2.58	2.27
5	4.61	4.37	4.15	3.96	3.87	3.62	3.46	3.14	2.89	2.48
6	5.29	4.97	4.69	4.43	4.32	4.00	3.81	3.41	3.12	2.63
7	5.92	5.51	5.16	4.85	4.70	4.32	4.10	3.63	3.29	2.74
8	6.48	6.00	5.58	5.21	5.04	4.59	4.33	3.79	3.42	2.81
9	7.00	6.43	5.94	5.51	5.32	4.81	4.52	3.92	3.52	2.86
10	7.47	6.82	6.26	5.78	5.56	5.00	4.68	4.03	3.59	2.89

Table 3. Use this table for calculating your buy or rent decision if you accept the assumptions set forth in Set 3.

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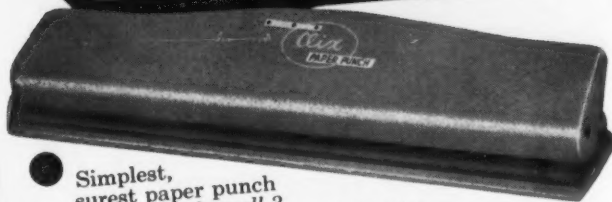
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of assumptions you accepted at the beginning of this article.

To determine the rate of return (for Column K) from the appropriate table, look at the horizontal line opposite the estimated useful life of the particular machine. Find the number that is closest to the Calculating Factor of Column I. The percentage heading of the column in which this number appears is the approximate rate of return on the investment in this machine. If the Calculating Factor is higher than the number in the table, then the actual return is slightly less than that shown at the top of the column. Conversely, if the Calculating Factor is lower than the number in the table, the actual return is slightly higher than that indicated.

In Column L you write the word "buy" if the indicated return is higher than the required earnings rate you have decided to use as a criterion, and the word "rent" if the indicated return is lower.

Illustration of short cut method

A hypothetical example is shown on the worksheet on page 80. A company is considering the purchase of an IBM 402 Accounting Machine which it is currently renting at \$420 a month; there is a federal excise tax of \$42 giving a total rental of \$462. At the time of the analysis, the machine is four years, eight months old (56 months) and its present purchase price is \$14,909, to which is added federal excise tax of \$1,491, for a total of \$16,400.

(This model sells for \$27,950 when new. The price is reduced 10% for each year of age, plus 0.833% a month for fractions of a year. Accordingly, the price of this machine, now 56 months old, would be reduced by 40% plus 8 x 0.833%, or a total of 46.66%. The purchase price, therefore, is 53.34% of \$27,950 or \$14,909. To be certain of accuracy, however, it is wise to obtain a quotation from the manufacturer.)

The company requires a return of 10% after taxes on investments in office equipment and has estimated the remaining useful life of the particular 402 Accounting Machine to be eight years.

The user now receives service gratis, but has obtained from his IBM representative the following quotations for a service contract for this machine, if purchased: \$60 a month until the machine is 72 months old; \$75 a month for age 73 to 108 months; and thereafter on a time plus cost of parts basis.

Based on these quotations, the user has estimated that the average annual maintenance cost will be about \$960 over the eight-year estimated useful life. Furthermore, he is willing to accept the common assumptions in Set 1 at the beginning of this article, including the 15% terminal salvage value.

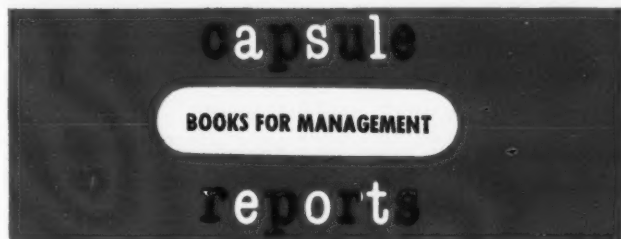
The return on investment is shown on the worksheet in Column K. It was determined in the following manner:

In Table 1 (since the company accepted the first set of assumptions), on the line for machines having an eight-year life, the Calculating Factor nearest to that in Column I, 3.58, is 3.51. This figure appears in the column headed 15%, which, therefore, is the approximate earnings rate on this machine. Since this exceeds the required earnings rate of 10%, a "buy" indication is entered in Column L.

Determining minimum life-span

Another useful figure that can be quickly determined from the short cut method is that for the minimum life-span a machine must have to earn the required rate of return. The Calculating Factor, Column I is used along with the appropriate table (Table 1, 2 or 3) for this purpose. In the column headed by the required rate of return, locate the amount nearest to the Calculating Factor. Then look across to the Estimated Useful Life column and find the number of years needed.

In the illustration shown on the worksheet, the Calculating Factor was 3.58 and the required rate of return was 10%. In Table 1, under 10%, we find that 3.58 is the factor for five years. Therefore, if the machine is used for five years it will provide a return of 10%. m/m



How to select financial data

HIGHER MANAGEMENT CONTROL, by T. G. Rose and Donald E. Farr. McGraw-Hill Book Co., New York. 1957. 256 pp. \$6.50.

A method for assembling information about a business organization's financial status as a basis for management level policy decisions is presented and described in this work by an industrial consultant and the principal of the Methods Engineering Council.

The book demonstrates both a method of selecting important data from information that is available and a procedure for fitting them into a control structure. The two steps in the process are thoroughly gone into: an analysis to determine which facts are needed, and a method for gathering and analyzing those facts.

Specimen forms for gathering and presenting the control data are included.

What management should do

EFFECTIVE INDUSTRIAL MANAGEMENT, by James Lundy. The Macmillan Co., New York. 1957. 588 pp. \$6.90.

While this book has been prepared essentially to serve as a textbook for management survey courses, it doubtless will be found to contain much of value to practicing business executives.

In discussing management practices today, the author, who is a faculty member at the University of Minnesota, does not confine himself to explanation of general practices, but presents his own evaluation of their advantages and limitations. As the preface puts it, "Rather than emphasize what is done today, he has attempted to stress what should be done tomorrow."

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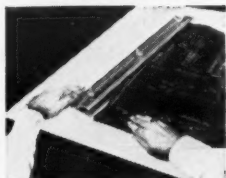
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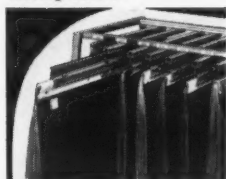
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productivity in the American economy, the work takes up all the specific fields of management activity, from accounting and budgeting to product development, from plant location through materials handling, from safety engineering through purchasing and wage payment plants. Particular attention is given to management's role in the labor relations picture.

From the designer's point of view

DESIGNING FOR PRODUCTION, by Edward N. Baldwin and Benjamin W. Niebel. Richard D. Irwin, Inc., Homewood, Ill. 1957. 645 pp. \$8.40.

The authors, who bring a combined academic and business background to this work, describe the principal engineering materials and processes from the viewpoint of the design engineer himself.

Processing, service life, first cost, maintenance requirements and function are all discussed, so that the designer is enabled to select the material best suited to solve each individual problem.

In addition, such manufacturing processes as metal forming and shaping, cutting, joining, finishing, inspection, assembly and packaging are described.

Post-Geneva horizons

NUCLEAR ENERGY IN INDUSTRY, by J. G. Crowther. Pitman Publishing Corp., New York. 1956. 166 pp. \$3.95.

A new era of unlimited power is promised to all mankind by science, now engaged in harnessing the recently discovered potential that lies in nuclear power. In this book, written following his attendance at the Conference on the Peaceful Uses of Atomic Energy, held at Geneva, Mr. Crowther gives some impressions of what lies ahead.

The many directions in which industry is likely to be affected by this new development, the imminence of another industrial revolution and the turn it may take are fully discussed.

A growing social problem

PROLONGED ILLNESS-ABSENTEEISM, a summary report. Research Council for Economic Security, Chicago. 1957. 237 pp.

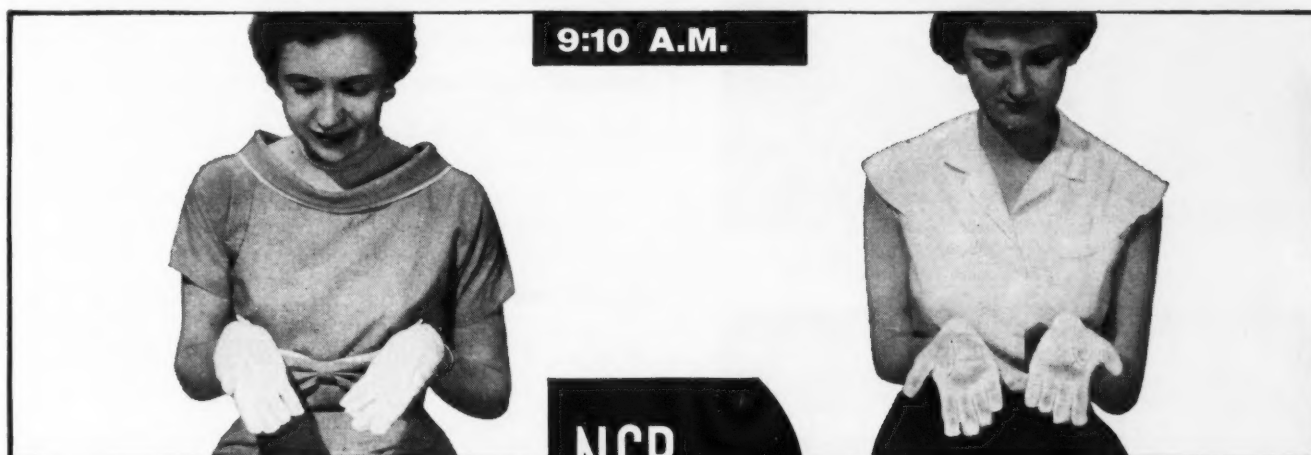
The cooperative work of a substantial number of researchers, at whose disposal leading American firms placed their personnel records, this study had as its objectives accumulation of data which might lead to a total understanding of the illness-absenteeism problem. Among the specific aims of the project were these:

1. To compute the frequency and severity of prolonged illness-absence.
2. To establish the relationships (if any) of the frequency and duration of such absence with age, sex, occupation, type of industry, etc.
3. To identify the disabilities responsible for prolonged illness-absence.
4. To ascertain the total cost—both medical charges and wage loss—of the absences.
5. To determine the extent to which such cost is met by various employee benefit plans.
6. To note the economic impact of the absences.

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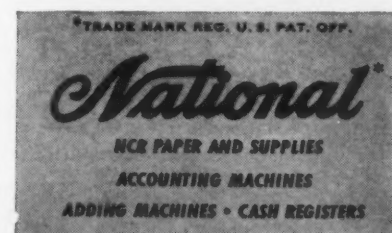
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- **Ends carbon paper disposal** ... With NCR Paper, removal and disposal of used carbon sheets is eliminated.

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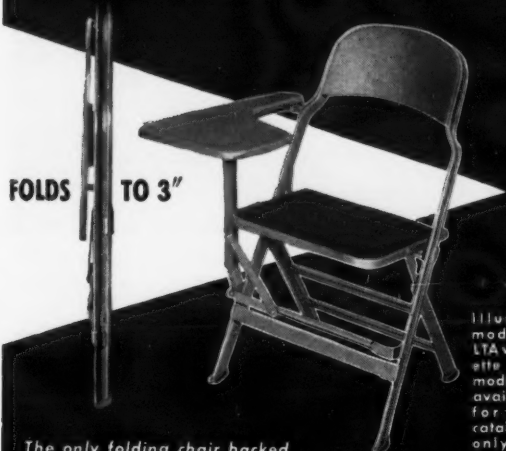


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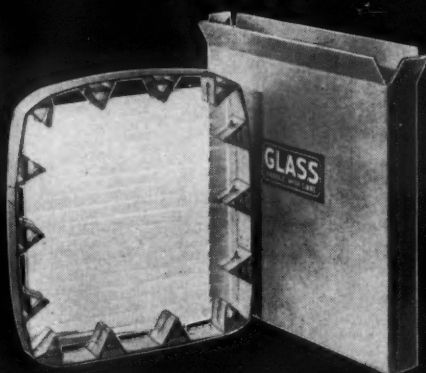
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(Circle number 193 for more information)

How to get more manhours with intercom

Intra-office traffic and overtaxed switchboards may be costing you thousands of dollars each year. Intercom systems save money, eliminate meandering, ease your switchboard burden. Here's how your firm might benefit.

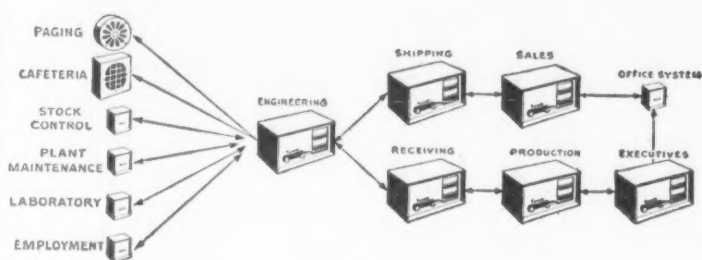
You may be wasting as much as \$100 a year on each staff member who spends as little as 10 minutes a day walking to the office of a fellow-employee just to communicate with him on some matter of business!

One company surveyed the time wasted by employees in this manner, and applied the 10-minute daily average to each of some 250 key men who spent about the same amount of daily time in intra-office meandering. It came up with a total annual payroll loss of some \$25,000 per year. At an annual cost of \$1,224—which included equipment, installation, operation and investment write-off—this firm installed an intercom system.

Results: elimination of wasted time, less traffic through the office corridors, and an annual net payroll savings of \$21,276 per year.

Another factor to consider in contemplating the installation of an intercom system is the possible overloaded condition of your company's switchboard. Whether your board is handled by one operator or a battery of girls, its primary duty is to service incoming and outgoing calls. Time spent by switchboard operators in servicing intra-office calls is uneconomical and detracts from taking proper care of outside calls.

One firm, checking on this aspect of its operations, discovered that 60% of all calls going through its two-girl switchboard were intra-plant calls. After installation of an intercom system, the company found that the board could be efficiently managed by only one operator.



This basic office-plant intercom hook-up might help turn your business into a more efficient operation. The system can be easily adapted to the requirements of most firms.

In addition to making the switchboard operation more efficient, the intercom further saves employees' time by substituting virtually instantaneous two-man communication between co-workers. In this manner it eliminates the time-consuming delay that occurs when the switchboard operator must first answer the signal and then locate the desired party.

Since the Webster Electric Co. manufactures sound equipment, and believes in practicing what it preaches, it has installed intercom equipment in its Racine, Wisconsin, 750-person plant on the basis of one unit for every nine employees. It also uses its own operations as a basis for trying out new uses for the intercom.

Newest system undergoing testing is a method of factory timekeeping, which R. J. Anderson, Webster's factory manager, describes this way:

"In most timekeeping systems the employee fills out his job card and turns it into the timekeeping department once a week.

"Under our system, intercoms are placed at strategic locations in the plant; the employee, upon completion of a certain job or operation, reports to the timekeeping department via intercom. The timekeeping clerk immediately records the full report on the man's time ticket.

"The worker then reports what his next assignment is, and this is recorded by the timekeeping clerk on another ticket which is filed under the employee's clock number.

"When not answering calls, the timekeeping clerk enters time tickets on the individuals' weekly time sheet.

"Thus," concludes Mr. Anderson, "the system not only increases a worker's productive day by saving time in reporting to the timekeeping department, but it also saves time in the department itself. Since the system has been in operation we've found it possible to write payroll checks from one to two days earlier than previously."

Intercom experts point out that special problems and situations in individual firms can be solved by varying methods of using intercom systems. In a company of any size, conferences between staff members are inevitable and generally necessary and desirable. Intercoms can make them economical as well. m/m



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PROFILE OF A NEW KIND OF MANAGER

(Continued from page 31)

the firm as a general partner ahead of schedule.

At the same time, another partner was brought in: Irvan F. Mendenhall, a respected and personable young engineer whose staff had been handling engineering assignments for the architects on a sub-contract basis. Thus Daniel, Mann & Johnson—Architects became a new five-man partnership, Daniel, Mann, Johnson & Menden-

hall—Architects and Engineers.

But broadened operations and a compatible management team were not in themselves enough to bring about profits and growth. From the very beginning General Manager Russell faced the vital task of establishing the kind of management controls that would result in profitable utilization of the firm's professional abilities and brain power.

PROBLEM NUMBER 2:

How to harness brain power for profit

Cost control and budgets, consolidation and diversification add up to profit.

■ One of Douglas Russell's first impressions of the firm of Daniel, Mann & Johnson was that costs were running wild.

Resources were being wastefully expended. As a result, profits were being dissipated. This lack of profits, in turn, was the cause of many of the firm's other problems.

As a management consultant, most of Russell's experience had been in industries where cost control and budgeting were considered common tools of management. Now at DMJ, however, he was reminded that in a profes-

sional field like architecture a company's sole resource is its people. He learned that the application of cost control to this human resource was apparently a rare occurrence in the field. How, he was asked by DMJ staff members, can you expect to budget the amount of time a designer will need to create the architecture for a new building, or the time a draftsman should spend preparing the drawings? He was told that even for less esoteric jobs, such as construction supervision, the amount of time required could hardly be predetermined.

Russell disagreed. He felt that standard, organized methods of control could be applied as well in a professional organization as in any other type of business. And he felt there were important other

steps that could be taken to make for more economical and profitable utilization of the firm's human resources.

THE ANSWER

Russell's first step toward bringing costs down was personally to take on the job of building time-cost standards covering direct labor. It was a job for which his consulting training stood him in good stead. He went about it by gathering up all available historical records that showed time spent on various projects for supervision, design, drafting and other activities. Wherever possible, he broke time down to the smallest possible category of work. Then from his findings he built arbitrary time standard estimates of how much time and cost each type of activity should require. These were far from perfect, he knew, but they were a start.

Armed with his rough guides, Russell began talking about standards, budgets and cost control with department heads and project managers. He conducted staff meetings to discuss the need for tighter control. Then he began working with individual managers in an attempt to find ways to apply controls to specific job projects.

Slowly new patterns evolved and were refined. As more records were built and as more people began taking part in the program, effective cost control expanded throughout the firm.

"Cost control and budgets were a revelation in our organization," says Tevfik K. Kutay, DMJM's domestic operations manager and one of Russell's right-hand men.

Kutay points out that there was some initial resistance to the idea among employees who found themselves called upon to live up to the standards. Training was applied to overcome this resistance. The training included meetings in which improved work methods were discussed. Eventually the draftsmen and others accepted the idea, especially when they saw it raised their earning power.

Today the cost control system is based on speedy punched card

Mendenhall — a man who likes variety in his work





Partners Russell and Johnson: they teach each other management and architecture

procedures. Information feeds into centralized accounting groups, up to top management, and back to department heads to show them how well their staffs are measuring up.

Despite the efficiency of the system, Russell is currently considering the idea of completely revising it. His opinion: "Cost control systems and reports should be changed every two years. That way you break up apathy and get renewed interest."

Supplementing statistical reports in DMJM are written reports which department heads submit to Russell and the other partners each week. These are designed to give

the top management an over-all reading on operations, and clues to possible problems-in-the-making. Written reports are extensively used throughout the organization at all levels, both as a control device and a means of communication. Annual reports are prepared by each department. These, and Russell's annual report, are submitted to all partners.

Finance problem: Russell's preliminary demonstration of tighter management control helped solve a finance problem. When he joined the firm it had a credit line of only \$5,000 and was badly in need of capital. But when the bank saw that sound management methods were

being applied within the firm, the credit line was raised.

Nonetheless, Russell was not satisfied with the bank relations DMJ had established. The firm had been dealing with a branch office of a large Los Angeles bank. Russell revised this relationship to deal directly with bank headquarters. Says he:

"The disadvantage in dealing at the branch level is that you must depend on your contact there to convey your story to headquarters where the decisions are made. It's far better to deal with the bank headquarters yourself if you can. That way you talk face-to-face with the decision-makers—who are



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Russell and Moe: each partner is responsible for the job satisfaction of the others.

usually best qualified to understand your problems anyway."

Consolidation: In his all-out campaign to spark the Daniel, Mann & Johnson organization into profitability, General Manager Russell did not limit himself to the work being done within the firm itself. He took a long, hard look at the fact that the firm was sub-contracting as much as 50% of its work, including all engineering work. This arrangement seemed to be an unfavorable one, not only from the point of view of control, but also from the standpoints of quality, scheduling, coordination and economy.

Why not, Russell asked the partners, consolidate as much as possible of this work within our own organization? He admitted that expanding the staff to handle this increased workload would mean bigger management problems. But he pointed out that the firm was now equal to increased management responsibility.

"If we consolidate as much work as possible internally," Russell said, "we'll be able to provide better service to our clients at lower cost and higher profit."

The partners were in agreement with this reasoning and so a program was begun to build the staff and reduce the amount of sub-contracting. It was early in this

program that Engineer Irvan Mendenhall was approached with the idea of consolidating his firm with the DMJ architectural group through a new and broader partnership (see *Problem Number 1*).

Diversification: Consolidation, however, brought both advantages and disadvantages. DMJ was until then concentrating heavily on schools as its major field of activity. Although this was a big and growing field, it was a specialized and competitive one, which subjected the firm to peaks and valleys of business. Now that the firm had decided to broaden its internal organization, these peaks and valleys took on new significance. Too many valleys and the firm might be out of business.

The solution to this problem was a program of diversification that was undertaken simultaneously with the plan to consolidate architecture and engineering work. DMJ had made a good reputation in the school field and Mendenhall was performing well in civil engineering. Now DMJM was ready to use its combined reputation to launch into other fields.

Partly because all of the professional partners had gained experience (and contacts) on military projects during the war, the military seemed to represent a logical

starting point for the diversification program. A joint architecture and engineering proposal was submitted to the Navy on a project involving rehabilitation and redesign of some facilities in nearby Long Beach. The contract for the job was won.

This humble assignment turned out to be a significant one, for it headed DMJM into an area of work that has been responsible for a large part of its growth. DMJM now has offices in Florida, Washington, D. C., Honolulu, Tokyo, Formosa, Guam and England which are devoted heavily (but not wholly) to military projects.

While the military phase of the diversification program has been developing, the firm has also branched out into other areas: civil, industrial and commercial. In addition, it has continued to maintain about a third of its business in the school field. The diversification program has also included the recent acquisition of a subsidiary corporation in the metal products manufacturing business, plus promising research and development work on mass rapid transit and air photography equipment.

All of this progress and growth has been highly satisfactory to the partners of Daniel, Mann, Johnson & Mendenhall from a profit point



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of view. But early in their growth trend the partners agreed that profits aren't enough. They presented themselves with the question: How can we put the most pleasure in the work itself?

PROBLEM NUMBER 3:

How to work hard without ulcers

What DMJM does to make jobs personally satisfying for both managers and employees.

■ "Getting personal pleasure from work is very frankly one of the chief goals among the partners here," says Douglas Russell, general manager of Daniel, Mann, Johnson & Mendenhall. "As long as we have our jobs to do we're going to have fun doing them."

It has become all but official policy at DMJM that each partner's personal job satisfaction is the concern of all partners.

"We've gone through the ulcer period," says Phillip Daniel, "and we know what that's like. Now we take the attitude that as owners and managers of the business we have the right to enjoy what we do. And it's not only a right—it's a responsibility. A man does his best work when he enjoys it."

Daniel, Russell and the other partners of DMJM have spent a great deal of meeting time over the past few years discussing the matter of job happiness. They discuss it from not only their own point of view, but from their employees'. And they discuss it in very practical terms.

"This is something that not enough business executives do," comments Russell. "In fact, many are afraid to make their job desires known."

THE ANSWER

Partners at DMJM encourage each other to do the kind of work

they enjoy most. As owners and managers of the business, they take a strong position of leadership together. But in their supplementary occupations as employees of the firm, working within the organization, they do not necessarily feel obliged to permanently head up the several major areas of activity. And once in a particular job—large or small, line or staff—they do not necessarily feel married to it. They continue to exchange jobs from time to time, or move into new areas.

This does not mean that the partners shirk operating responsibility, leave the tough tasks for others, or whimsically flit from one type of work to another. What it does mean is that the partners decide among themselves who will do what jobs when, using job satisfaction as a prime criteria.

Some of the individual partners enjoy broad variety in their work; others like to specialize. In both cases, jobs are designed accordingly. Irvan Mendenhall, for example, likes variety. He may be in India building a dam one year, come home the next to take charge of new business development. Arthur Mann and Kenneth Johnson, on the other hand, tend to specialize—Mann on school and commercial projects, Johnson on military jobs and industrial facilities.

Says Manager Russell: "We try to channel our own drives into the area where we find we can get the best results—and thus where we can get the most enjoyment from work."

But doesn't this arrangement tend to create inequities in the relative contributions of the partners?

"Yes," says Russell, "and at one time this caused problems, in view of the fact that partners share equally in profits. Now, however, our philosophy is different. We have found that as time passes, changes in the size and nature of our business call for different talents. If one partner isn't contributing as much as the others are

this year, chances are that next year or three years from now he'll be contributing more."

Organization change: A transformation currently taking place in Russell's own job is an example of how responsibilities are molded to match a partner's strengths and desire for job satisfaction.

About three years ago Russell made it known to his partners that he enjoyed doing selling work and would like to have an opportunity to do more foreign travel. Partly to satisfy these interests, a new, projected organization structure was worked out. It called for Russell to move up from general manager to a new position as managing partner, with a new general manager reporting to him. Russell's changed position was conceived to include more time for him to do the business development and client contact work he enjoys, and to spend more time in contact with both domestic and overseas operating personnel.

In line with this plan, a new partner was invited into the firm three years ago—Stanley A. Moe, who had made an outstanding record as head of DMJM's London office as well as in other assignments. Moe was to transfer from London to the Los Angeles headquarters, begin taking over Russell's administrative duties, and then assume full responsibility as general manager. In anticipation of this move, Russell began drifting away from his general manager functions and moving toward his new position.

A problem arose, however, from



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"Job satisfaction results when all levels of management are trained to give people the treatment they want."

RUSSELL

the fact that the press of business in the London office prevented Moe from making the transfer to Los Angeles into his new post until earlier this year. Thus Russell has not yet officially moved into his new position. Says he: "If I have made one mistake bigger than all others, it is that I began to move out of my job before my replacement was ready."

From top down: Despite the extent of attention partners at DMJM give to their own and each other's job satisfaction, they devote equal attention to creating job satisfaction among employees. This is done partly through such standard methods as providing sound employee benefits, good working facilities and a sense of professional freedom.

"In a creative organization such as ours," says Russell, "giving people the freedom to make mistakes is vital. Without it, you get mediocrity at best."

DMJM also aims to provide job satisfaction through a full sense of participation among employees.

One way this is done is by avoiding the temptation to break jobs down into small categories that become dull and cause employees to over-specialize.

"We try to give a designer as

big a part of an entire project to handle as possible," says Tefik Kutay, domestic operations manager. "We give him an entire portion to design, not just all the windows. That way you make the work satisfying and thus stimulate the factor of imagination."

DMJM has special programs to stimulate job satisfaction and sense of participation among key employees and those in especially profit-sensitive jobs. Examples:

- A group of partnership associates has been named. These are management men, but they are not all necessarily at the second level of management. Some are at lower levels. However, in addition to their regular duties, the associates serve together as an advisory group to the partners. Bi-weekly luncheon meetings and quarterly dinner meetings are used for two-way communication between partners and associates. The meetings have no formal agenda; instead, the talk is maintained on an informal basis.

- A form of profit sharing has been set up for key employees whose jobs put them in the most direct position to contribute to profits. Although the associates program and the profit sharing program overlap to a large extent, they do not cover exactly the same

group. An employee may participate in the profit sharing plan even though he is not an associate.

"Formalized programs such as these are fine as a tool for stimulating job satisfaction among employees," says Russell, "but it takes more than programs. What is more important is the ability to understand people and what motivates them. Job satisfaction has its best chance to develop when all levels of management personnel have been specifically trained to give people the kind of treatment they want. This is particularly true in an organization like ours where you are dealing primarily with creative people who consider themselves professionals. You can motivate them and give them real satisfaction in their jobs if you are willing to accept their temperament, and help them channel this temperament in useful directions."

Profile of a new kind of manager

The firm of Daniel, Mann, Johnson and Mendenhall—Architects and Engineers is now established on a trend of growth, profits and compatible working enjoyment that has no real end in sight.

Its development has resulted from the mixing of two distinct sets of professional abilities—creative architectural and engineering talent, plus creative management skill. Without both, the firm could not have gone far—as its early record shows.

In this particular case, the ingredient of professional management was injected into the business by a man named Douglas A. Russell. But the man himself is less important than his methods. In all kinds of business and industrial operations, today's new kind of manager, as exemplified here by Douglas Russell, is applying the same methods—and getting the same results. m/m

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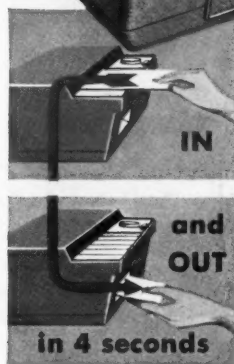
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